

EXPERT SERIES

The "Expert Series" is a collection of articles, papers and writings by PM Solutions' associates and other industry experts that provides insight into the practice and value of project management.

A Professional Development Worksheet

by Project Management Solutions, Inc. (PM Solutions)

This worksheet, used in the professional development assessment process by the HR function of the consulting firm PM Solutions, benefits both company and individual by making the professional growth process specific and measurable.

The process is interactive: a supervisor assesses the level of capability on a 1-5 point scale (left column of Form A) and then notes the specific actions that denote this capability in the right column. These assessments aren't set in stone, but are discussed by employee and supervisor and may be altered. Often the employee may be aware of factors or actions that the supervisor overlooked when populating the worksheet. Next, the employee and supervisor discuss how to improve any of the lower scores on the worksheet and create metrics to indicate that these steps have been taken, on Form B. Both actions and results are reviewed after six months to be sure the professional growth projects are on track.

"This isn't a performance review," stresses PM Solutions HR manager Meredith McNichol. "It's a way for employees to make their desires for growth known within the company, and for supervisors to help them achieve the growth they want. It's employee focused, not company-outcome focused." Nevertheless, part of the value of the process lies in the fact that it creates synergy between supervisors and employees around the issues of how personal growth and company objectives can dovetail, to everyone's benefit.

Form A. The first row has been populated with example data.

Associate:	Position: XXXXXX	Date:
Manager:	Review Period: Jan June <input type="checkbox"/> July Dec <input type="checkbox"/>	

CAREER DEVELOPMENT AND PLANNING WORKSHEET	
PROFESSIONAL SKILLS	ASSESSMENT
COMPANY KNOWLEDGE 	3.5. Attends internal workshops; uses company intranet to stay current on products and other news; familiar with company marketing materials.
TECHNICAL KNOWLEDGE	
COMMUNICATION SKILLS	
ANALYTICAL SKILLS	
PROBLEM SOLVING and DECISION MAKING SKILLS	
RESULTS ORIENTATION	
SELF MANAGEMENT SKILLS	
INTERPERSONAL SKILLS	
LEADERSHIP SKILLS	
PERSONNEL DEVELOPMENT SKILLS	

Form B. The first row has been populated with example data related to the issue in section one of Form A.

DEVELOPMENT PLAN		
ACTION PLAN	MEASURE	RESULT
SHORT TERM (0-12 MONTHS) Company Knowledge: Read strategic plan	Will make at least one suggestion via intranet feedback tool to contribute to company planning or tactics.	Improved engagement with company mission.
LONG TERM (1 - 5 years)		

Supervisor Acknowledgement:	
Employee Acknowledgement:	
Human Resources Acknowledgement:	

Reprinted from *People on Projects: The Project Management Best Practices Report*, July 2004, Volume 2, Issue 7