

Subject: Employee Development Plan

Reference: P-900.17

Suggested Questions:

What is the purpose of the Employee Development Plan?

Why should a supervisor show a good faith effort to assist an employee who is having performance problems?

Explain how involving the employee in preparing the Employee Development Plan will give it a greater chance of success.

Review the sample form to ensure all supervisors understand how to properly complete it.

- A. Policy. It is the policy of the Company that Employee Development Plans be used to document improvement plans for employees who are having difficulty meeting conduct and/or performance expectations.
- B. Discussion
 - 1. Employees sometimes have difficulties meeting conduct and/or performance expectations.
 - 2. Conscientious supervisors will make efforts to rehabilitate employees having such problems.
 - 3. The Employee Development Plan, [CRI Form 116], is used to document corrective steps that must be taken by an employee to meet conduct and/or performance expectations.
 - 4. While Employee Development Plans are usually prepared in conjunction with Performance Reviews for employee having difficulties, they may be used at any time to establish goals for an employee.
 - 5. The use of Employee Development Plans does not limit a supervisor's ability to terminate employees with conduct problems. The decision to use a development plan is up to the supervisor and should be based upon the supervisor's assessment of whether the employee is likely to show improvement is given specific guidance and assistance.
 - 6. However, supervisors of employees who are having performance problems must show a good faith effort to work with the employee before termination for poor performance. An Employee Development Plan and a conscientious effort on the part of the supervisor to work with the employee is evidence of that good faith effort.
- C. A sample Employee Development Plan is shown on the following page.

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Employee Development Plan

Name:	Johnny Staff	Department(s):	Dining Room
Job Title:	Server	Supervisor:	Brad Jones
Development Period:	From: 7/10/02	To:	8/10/02
The Employee Development Plan is used to communicate the necessary steps to improve unsatisfactory performance. The plan provides a clear statement of the problem, the steps necessary for improvement, and a time frame to demonstrate the improvements. Lastly, it establishes the frequency of and dates of intermediate reviews to determine progress toward the overall improvement.			
1. Statement of Problem:	Failure to follow sidework procedures.		
Specifics Steps to Improve:	1. Retrain on sidework procedures. Instruction by supervisor.		
	2. Pass written test given by supervisor.		
	3. Perform sidework on days scheduled. Supervisor will inspect when completed.		
	4. Supervisor will spot check during period.		
	5. Supervisor will review progress formally each week during period.		
Time frame to demonstrate improvement:	1 month		
2. Statement of Problem:	Poor wine sales.		
Specifics Steps to Improve:	1. Retrain on wine selling techniques. Instruction by supervisor.		
	2. Pass written test given by supervisor.		
	3. Apply principles of wine selling.		
	4. Supervisor will track sales each week. Target 10% increase each week until sales match rest of staff's.		
	5. Supervisor will review progress formally each week during period.		
Time frame to demonstrate improvement:	1 month		
3. Statement of Problem:	Poor attitude. Sloppy service.		
Specifics Steps to Improve:	1. Retrain on table side service techniques. Instruction by supervisor.		
	2. Pass written test given by supervisor.		
	3. Show interest in work. Interact with guests. Know specials.		
	4. Supervisor will monitor progress.		
	5. Supervisor will review progress formally each week during period.		
Time frame to demonstrate improvement:	1 month		
Frequency of intermediate reviews:	Weekly on Friday afternoons - 3 p.m.		
Dates of reviews:	7/15, 7/22, 7/29, 8/10		
Supervisor's Signature:	<i>Brad Jones</i>	Date:	7/10/99
Employee acknowledges that he/she has received this development plan, understands it, and is prepared to work towards making the improvements noted.			
Employee's Signature:	<i>Johnny Staff</i>	Date:	7/10/99

Specify problem, specific steps and time frame for improvement.

Specify date/time for intermediate reviews. Sign and date. Have Employee sign and date.