

GM@W Organizational Review Worksheet





PF6: GROWTH & DEVELOPMENT

OBJECTIVE: A work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills.

What are the benefits of effectively addressing Growth & Development?

- ✓ Increased employee competency
- ✓ Retention of skilled staff
- ✓ Effective succession planning/internal promotions
- ✓ Enhanced product/service quality

What information may be helpful to refer to or collect?

-  Training/development policies (e.g., purpose, stipend amount, frequency)
-  Documentation of internal/external opportunities for training/development
-  Participation rates for staff training and development sessions
-  Statistics on internal promotion rates

How would you describe your workplace/work unit? *(select all that apply; this will help you answer questions below)*

Performance Feedback

- ☐ Performance evaluations include employee training/development plans
- ☐ Feedback on areas for interpersonal/emotional skills development *(Note: "interpersonal/emotional skills" refer to individual employees' abilities and capacities to manage emotions and relationships, and to effectively solve challenging interpersonal problems at work)*

Training, Development & Advancement Opportunities

- ☐ Staff input into training needs for advancement/promotion
- ☐ Opportunities for job shadowing and/or new skill development
- ☐ Dedicated time and funds for training, growth and development

Promotion Decisions

- ☐ Existing staff have opportunities for promotion/advancement
- ☐ Promotion decisions consider interpersonal/emotional skills of candidates

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. Employees receive feedback at work that helps them grow and develop	4	3	2	1
2. Supervisors are open to employee ideas for taking on new opportunities and challenges.	4	3	2	1
3. Employees have opportunities to advance within their organization.	4	3	2	1
4. Our company values employees' ongoing growth and development.	4	3	2	1
5. Employees have the opportunity to develop their "people skills" at work.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): _____ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): _____ (5 to 20)

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

Do issues related to **Growth & Development** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

What are the strengths in your workplace in terms of **Growth & Development** (e.g., what do you do well, what should you continue doing)?

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

Is further action required? ☐ YES ☐ NO

If YES, see *GM@W Suggested Responses: PF6*