**ACE Coaching and Development Model**

**The Four Steps of the ACE Coaching & Development Model:**

1. **Identify Development Need** (initiated by employees or managers):
   * Identify development need and determine current level of proficiency in the target area by using the *ACE* *Competency Proficiency Scale*.
   * Identify the level of proficiency needed.
   * Identify development barriers, if any.
2. **Engage One-on-One & Plan** (initiated by employees or managers):
   * Meet with manager/employee to discuss identified development need.
   * Use the *ACE Competency Development Worksheet* to plan and track development activity.
   * A good development plan should include coaching (see step 3), the use of outside resources (classes, webinars, conferences, mentoring, books, etc.), or a mix of both.
   * The benefits of skill development don’t exist until those skills are used in real work situations. Create a plan that provides opportunities for practicing or implementing the skill that’s being developed.
3. **Monitor Growth & Give Feedback:**

(For Managers)

* + Observe behavioral/practice/implementation results of training outcomes in employee performance.
  + Meet regularly with the employee to discuss progress and provide coaching; we recommend devoting a few minutes of your regular one-on-one meetings to this activity
  + In meetings, provide honest feedback that helps the employee see what they’re doing well and what they can improve upon.

(For Employees)

* + Adjust the plan according to feedback received/progress made, if needed.
  + Document the *ACE* *Competency Development Worksheet* accordingly.
  + Implement changes.

1. **Continue Until the Standard is Met** (for employees and managers)**:**
   * Continue the process in step 3 until desired level of proficiency is met.