

LIVE SEMINAR



CREATING INDIVIDUAL DEVELOPMENT PLANS

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VP of Human Resources
MultiSource Manufacturing

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Individual Development Plans

"Bite Sized" Learning



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Individual Development Plans

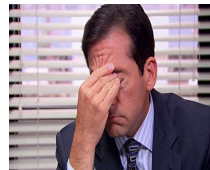


- Why?
- Developing Employees for Engagement and Business Outcomes
- COP Model
- Highlighting Some Types of Development
- Make a Plan
- Examples and Samples

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CFO: What happens if we train them and they leave?

CEO: What happens if we don't and they stay?

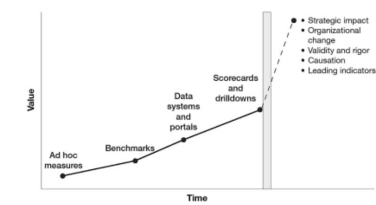
Is this how you and your employees feel?

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Talent Life Cycle



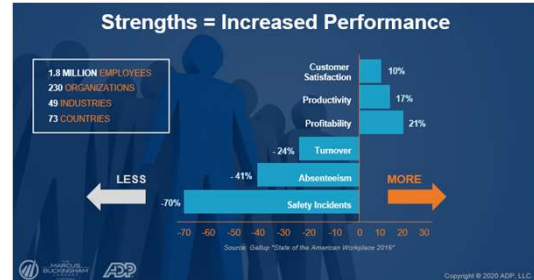
FIGURE 9-1
Hitting the wall in HR measurement



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Individual Development Plans

Development Through Engagement, and the Business Case:

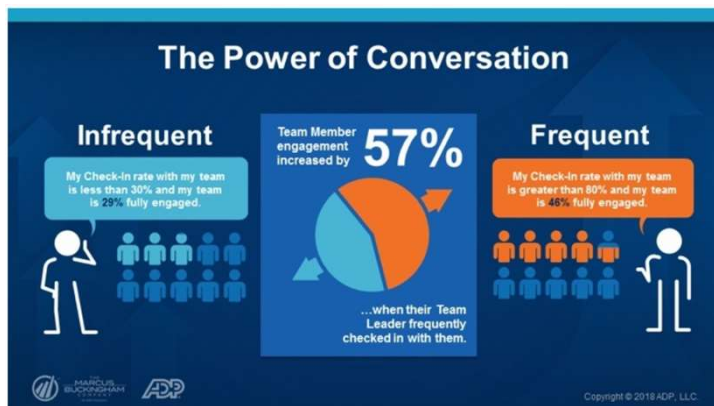


Sources: Gallup Q12 Employee Engagement Research, Marcus Buckingham Institute

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Development Through Engagement, Using Regular Check-ins



Source: Marcus Buckingham Institute

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Individual Development Plans

Strengths-Based Development

To Have and To Hold, Reasons Why People Quit
SHRM/T. Agovino 2019
Why People Quit



Assessing the Best Teams and Individuals Have to Offer
SHRM/L. Northon

Every person on a team is valuable, discover where that value lies and utilize it
Such a strategy may not be innovative, but it is a good one that is often overlooked

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Individual Development Plans

What makes a great, satisfying career?

Ask the COP



Beneficial IDPs include:

- Being self-directed
- Context
- Problem solving learning
- Topic of immediate value

Source: Ramp Up Professional Growth with Individual Development Plans, *SHRM, J Mooney*

Source: The Extraordinary Leader, by Zenger & Folkman, COP model based on work by Sandholtz & Cutadean

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Individual Development Plans

- Consider an Individual Development Plan (IDP)...

- What words come to mind?
- What's missing?



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Individual Development Plans

Call to Action

1. Build the Plan Together
2. Be Intentional
3. Confirm Items/Goals and Timing
4. Choose Good Vendors & Resources
5. Engage Others for Feedback
6. Document The Plan
7. Be Clear
8. Follow through

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Individual Development Plans



Examples and Samples....

Instructions: Rate each of the following areas on a 1-5 scale with 5 being the highest and 1 being the lowest, keeping in mind that a "3" rating should be your starting point since it means that expectations have been met. Provide specific details or examples for each of the rated areas.

5 = Exceptional | 4 = Exceeds Expectations | 3 = Meets Expectations | 2 = Below Expectations in MOST | 1 = Does Not Meet Expectations

Individual Development Plan (IDP) for Upcoming Year

The IDP describes the employee's specific opportunities for improvement and addresses what will be worked on to enhance their performance and prepare them for further contribution to the company. Career aspirations should also be addressed at this time.

Remember that all goals and plans must be **SMART**: Specific, Measurable, Achievable, Relevant, Time-bound.

Knowledge or Skill to enhance or improve and why it is relevant:	Action Plan/Activities/Training to Enhance or Improve this area:	Progress/Results/Dates Achieved
<p><i>Example: I would like to improve my Power Point skills to enhance my presentations. I will start on this by next month and complete it by the end of this calendar year. I want to do this because I think it will make my presentations more engaging which will help get my points across better.</i></p>	<p><i>To achieve this goal, I will:</i></p> <ul style="list-style-type: none"> <i>meet with 2 people by the end of next month who have Power Point presentations that I admire and ask them to show me what they are doing.</i> <i>I will also watch Power Point tutorials on line after meeting with the mentors; I will do this by the end of the next quarter.</i> <i>I will then use the skills I've learned and get feedback from the mentors I've chosen before doing my next presentation.</i> 	<ul style="list-style-type: none"> <i>Completed on time</i> <i>Did not complete by the end of the quarter but did complete it prior to my next presentation</i> <i>I received mixed feedback regarding the things I'd added to my P-Pt. presentation. I made some changes, looked at 2 more tutorials, and received excellent feedback from my boss and the people I presented to.</i>
Next:		
Next:		
Next:		
Next:		
Career Aspirations in the next 1-3 years:		

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Individual Development Plans



Examples and Samples, continued:



Sample Form

Individual Development Plan (IDP)

Name: _____ Date: _____

Department/Team: _____

Welcome to XYZ Company! We look forward to having you as a member of the [Department/Team]. Please complete this paper and to help give your manager some insight into your thoughts on goals for development.

Professional Goals/Motivations
What are my professional growth and career aspirations? How do I think these aspirations can be met?


Talents Or Strengths
What are my talents and strengths? In what skill and knowledge areas I have seen the most growth?

Development Opportunities
What are the best things you need to know more about or need to develop? What are the things, whether in your current position or some other aspect of Company XYZ's lines of business or operations in general that you'd like to know more about or like to develop?

Focused IDP Objectives and Action Steps
What development goals do I have for the next 12 months? The next five years? What specific actions can I take to achieve these goals? At this stage in my career, where can I make the biggest impact and what steps can I take to make that impact?

Next Review Date: _____

Supervisor Signature: _____



Sample Form Continued

Employee Learning Plan

Your manager has developed the following learning plan specifically for you. The plan takes into consideration the skills and knowledge necessary for success in your role.

Department Knowledge			
Course/Class	Contact	Time Frame	Notes

Business/Finance Knowledge			
Course/Class	Contact	Time Frame	Notes

Customer Service Knowledge			
Course/Class	Contact	Time Frame	Notes

Technical Knowledge			
Course/Class	Contact	Time Frame	Notes

Other Knowledge			
Course/Class	Contact	Time Frame	Notes

Comments: _____

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Individual Development Plans



Examples and Samples....

Employee Career Development Plan

Name: _____
Date completed: _____

Instructions:

1. Develop a long-term goal/career objective.
2. Identify short-term goals or positions which will help you to achieve the long-term goal.
3. Identify action steps which will help to achieve your short-term goals (include education, training, projects, etc.).
4. Prioritize the action steps as follows:
A = vital
B = important
C = optional
5. Define a target date for completion of each action step.
6. Transfer the action steps to monthly and daily task lists.

Long-term (5+ years) goal (career ultimately desired):

Short-term (0-5 years) goals (positions/degree programs):

Action Steps
(classes, seminars, projects, self-development, activities, etc.)

Step	Description	Target Date

Employee Development: Management Development Plan

Name: _____
Department: _____ Title: _____

Top 3 Strengths:

1. _____
2. _____
3. _____

Top 3 Development Needs:

1. _____
2. _____
3. _____

Development Actions:

Goal: _____

Strategy to achieve the goal:

Task 1: _____

Task 2: _____

Task 3: _____

Timing for completion: _____

Goal: _____

Strategy to achieve the goal:

Task 1: _____

Task 2: _____

Task 3: _____

Timing for completion: _____

Goal: _____

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Individual Development Plans



Examples and Samples....

US Office of Personnel Management guidance can be found online.

More narrative/educational than a template, worth reading to find meaningful take-aways.

U.S. OFFICE OF PERSONNEL MANAGEMENT

TRAINING AND DEVELOPMENT POLICY WIKI

Individual Development Plan

An individual development plan (IDP) is a tool to assist employees in career and personal development. Its primary purpose is to help employees reach short and long-term career goals, as well as improve current job performance. An IDP is not a performance evaluation tool or a one-time activity. It should be looked at like a partnership between the employee and the supervisor. It involves preparation and continuous feedback. Many agencies require IDPs for new and current employees. It is encouraged throughout many organizations. Many Federal agencies require their employees to complete an IDP, annually. All Senior Executives are required to have an Executive Development Plan (EDP) (5 CFR 412.401).

[Below](#) are examples of agencies which have implemented IDPs, sample IDPs, and additional resources.

Solve Problems

(How can I utilize an IDP in my agency?)

Individual development planning benefits the organization by aligning employee training and development efforts with its mission, goals, and objectives. When using an IDP, supervisors develop a better understanding of their employees' professional goals, strengths, and development needs resulting in more realistic staff and development plans. Employees take personal responsibility and accountability for their career development, acquiring or enhancing the skills they need to stay current in required skills. Some of the benefits of an IDP are:

- Provide an administrative mechanism for identifying and tracking development needs and plans
- Assist in planning for the agency's training and development requirements
- Align employee training and development efforts with its mission, goals, and objectives

There are no regulatory requirements mandating employees complete IDPs within the Federal Government. However, it is considered good management practice, and many agencies have developed their own IDP planning process and forms. While there is no one "correct" form for recording an employee's development plan, an effective plan should include at minimum the following key elements:

- **Employee profile** - name, position title, office, grade/pay band
- **Career goals** - short-term and long-term goals with estimated and actual completion dates
- **Development objectives** - linked to work unit mission/goals/objectives and employee's development needs and objectives
- **Training and development opportunities** - activities in which the employee will pursue with estimated and actual completion dates. These activities may include formal classroom training, web-based training, rotational assignments, shadowing assignments, on-the-job training, self-study programs, and professional conferences/seminars
- **Signatures** - supervisor and employee signature and date

Federal agencies are required by law (5 U.S.C. Section 2396) to establish programs for the continuing development of Senior Executives. A key tool in this process is the Executive Development Plan (EDP). Please visit our Executive Development wiki page.

How do you go about developing an IDP?

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Individual Development Plans



Why Now

- Burnout is higher than ever
- COVID-19 places stress on our team members at work and outside of work
- We are trying to preserve jobs, serve our customers, lift the economy and serve our team members
- Engaged employees perform better and we get better outcomes

Make the time to develop your team members in a way that is authentic from you and meaningful to them

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Individual Development Plans

Thank you

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Manufacturers Alliance
Providing Training & Education Peer to Peer

CREATING INDIVIDUAL DEVELOPMENT PLANS