

Development Plan Playbook



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PRAIRIE SYSTEMS



Development Plan Overview

What is a Development Plan (DP)?

A DP is a plan of action for the development or demonstration of specific knowledge, skills and abilities within a given period of time. The purpose is to assist our employees with career development, aligning individual goals with organizational goals and creating actionable steps to achieve desired outcomes.

- D** Development: Intended to foster growth over time - building toward increased capacity
- P** Plan: Scheduled actions or events - designating objectives and milestones for the review of progress.

What is the Benefit of a DP to the Employee and to the total Company (JBS United, MDG & Prairie Systems)?

For the employee, the DP:

Identifies career development goals and tactics for achieving them

- Aligns learning and development goals with the company's goals and strategies
- Encourages employee ownership of their career development
- Formulates a plan to close the gap between the employee's *current* abilities and desired abilities

For the company, the DP:

- Assists in mapping out a path to achieve employee development objectives tied to company goals
- Provides a systematic way of addressing leadership gaps through individually focused development
- Engages employees in their ongoing development focused on growth

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Development Plan Best Practices

What are the best practice guidelines for creating a DP?

1. Focus on a few high priority goals – identify one or two goals (a strength and developmental opportunity) that align with career objectives.
2. Connect organizational goals and career objectives – high priority goals are those that meet personal, business and team objectives
3. Define actionable steps and activities linked to experience, education and exposure
4. Set measurable goals and timelines
5. Manager's input must be included in a DP through planned quarterly meetings
6. Review your DP on a quarterly basis and more frequently if needed – a simple plan that is reviewed regularly will be a success!



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Steps to Creating a Developmental Plan

Step 1: Getting prepared

The first step in the process of creating a DP is to identify strengths and developmental needs. The best-crafted DPs apply an employee's strengths to address their development opportunities. There are several resources available to help identify strengths and opportunities, including evaluations, feedback from a manager/supervisor, peers or direct reports, or even personality assessments.

Step 2: Initial discussion

Next, the employee and manager meet to discuss the objectives of the DP based upon strengths, development needs, career objectives and organizational goals. To ensure the design of a strong DP, the employee should consider current and future goals. Additionally, the employee should consider skills identified as critical for their area of the business. The DP aligns goals and career objectives that meet personal, business and team objectives.

A DP discussion tool is provided at the end of this document. This tool can be used to help facilitate a development planning session with an employee's manager/supervisor. The tool can also help organize goals and priorities when drafting a DP.

Step 3: Draft DP

The next step in the DP development process is to draft a DP focused on one strength and one development need. A great starting point is to use one's past evaluation to determine the 'one' strength and 'one' developmental need. Focusing on no more than two areas at a time will help ensure the employee executes the identified development activities with success.

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Developmental Steps (cont'd)

Step 4: Discussion and agreement

The employee reviews the initial DP draft with his or her manager and agrees upon any additional support or resources needed to implement the DP goals/actions.

Step 5: Implement DP

The employee, with support from his or her manager/supervisor, pursues the learning and development activities and results outlined in the DP.

Step 6: Measure progress and reassess

The employee regularly meets with their manager to measure progress and determine any changes, updates or additional needs. It is recommended that the employee meet at least quarterly with their manager to review progress and update their DP.



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Experience, Exposure & Education

Action steps or development activities are divided into three major categories: Experience, Exposure, and Education. **As a best practice guideline, 70 percent of development should be Experience, 20 percent Exposure, and 10 percent Education.**

- **Experience** is defined as longer-term assignments containing significant challenges and opportunities that stretch and develop leaders. Often, experience occurs while an employee is working in their current role and should comprise the majority of an employee's development work.
- **Exposure** is defined as short-term programs, including exposure to thought and business leaders, special project assignments and short rotational assignments. 20 percent of an employee's development time should be exposure based.
- **Education** is defined as formal programs, seminars & courses, and should comprise only 10 percent of an employee's total development work.

Examples of development actions are included in the following chart:

<u>Experience</u>	<u>Exposure</u>	<u>Education</u>
<ul style="list-style-type: none"> • Cross-functional assignments • Leading a project for the department • Practicing new skills on the job • Presentations on research findings • Teaching someone else an aspect of your job 	<ul style="list-style-type: none"> • Job shadowing • Meetings with key leaders • Cross-functional short term assignments • Touring with key leaders at plants or research facilities • Benchmarking or researching a business issue 	<ul style="list-style-type: none"> • Courses • Webinars • Seminars • Journals • Educational DVDs and CDs • Books • Self-study

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Development Planning Discussion Tool

Use this tool in a development planning meeting with your manager to help you gather information prior to creating your Development Plan (DP).

To be completed by employee

What are your short-term career goals?

What are your long-term career goals?

What would you see as your next possible assignment or move to broaden your skills and help you achieve our short/long-term goals?

To be completed by employee and manager

What do you see as your strengths /opportunities?

What skills, knowledge and abilities do you need to develop to achieve/improve performance and advance your career?

What action steps can you take?

What support or resources will you need?

What barriers do you anticipate?

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