

# Individual Development Plan Playbook



# Individual Development Plan Overview

## What is an Individual Development Plan (IDP)?

An IDP 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.

- I** Individual: Focused on your self-development during the performance cycle
- 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 an IDP to the Employee and to the total Company (United AnH, MDG & Prairie Systems)?

### For the employee, the IDP:

Identifies career development goals and tactics for achieving them and:

- 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 IDP:

- 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



# IDP Best Practices

## What are the best practice guidelines for creating an IDP?

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 challenging assignments, developmental relationships, and coursework & training
4. Set measurable goals and timelines
5. Manager's input must be included in an IDP through planned quarterly meetings
6. Review your IDP on a quarterly basis and more frequently if needed – a simple plan that is reviewed regularly will be a success!



# Steps to Creating an IDP

## Step 1: Getting prepared

The first step in the process of creating an IDP is to identify strengths and developmental needs. The best-crafted IDPs 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 IDP based upon strengths, development needs, career objectives and organizational goals. To ensure the design of a strong IDP, the employee should consider current and future goals. Additionally, the employee should consider skills identified as critical for their area of the business. The IDP aligns goals and career objectives that meet personal, business and team objectives.

An IDP 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 IDP

The next step in the DP development process is to draft a DP focused on one strength and one development need in emPerform. A great starting point is to use one's past evaluation to determine the 'one' strength and 'one' developmental need. Focusing only on two areas at a time will help ensure the employee executes the identified development activities with success.



# IDP Steps (cont'd)

## Step 4: Discussion and agreement

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

## Step 5: Implement the IDP

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 meets at least quarterly with their manager to measure progress and determine any changes, updates or additional needs.



# 70/20/10\* – The Development Categories

Action steps or development activities are divided into three major categories: **70 percent of development should be gaining experience through challenging assignments, 20 percent exposure through developmental relationships , and 10 percent coursework & training.**

- ✓ **Challenging Assignments** is defined as longer-term assignments containing significant challenges and opportunities that stretch and develop leaders. Often, these type of assignments occur while an employee is working in their current role and should comprise the majority of an employee’s development work.
- ✓ **Developmental Relationships** 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 developmental relationship based.
- ✓ **Coursework & Training** is defined as formal programs, seminars & courses, online training and should comprise only 10 percent of an employee’s total development work.

Examples of development actions are included in the following chart:

Challenging Assignments	Developmental Relationships	Coursework & Training
<ul style="list-style-type: none"> <li>✓ Leading a project for the department or company</li> <li>✓ Cross functional assignments</li> <li>✓ Practicing a new skill on the job</li> <li>✓ Presentations on key business issues and or projects</li> <li>✓ Teaching someone else an aspect of your job</li> </ul>	<ul style="list-style-type: none"> <li>✓ Job shadowing</li> <li>✓ Meetings with key leaders of functional areas</li> <li>✓ Cross-functional short term assignments</li> <li>✓ Touring with key leaders at plants or research facilities</li> <li>✓ Benchmarking or researching a business issue</li> </ul>	<ul style="list-style-type: none"> <li>✓ Courses</li> <li>✓ Webinars</li> <li>✓ Seminars</li> <li>✓ Journals</li> <li>✓ Educational DVDs and CDs</li> <li>✓ Books</li> <li>✓ Self-study</li> </ul>

\*Excerpt from Center for Creative Leadership

# Development Planning Discussion Tool

Use this tool in a development planning meeting with your manager to help you gather information prior to creating your IDP.

## 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?