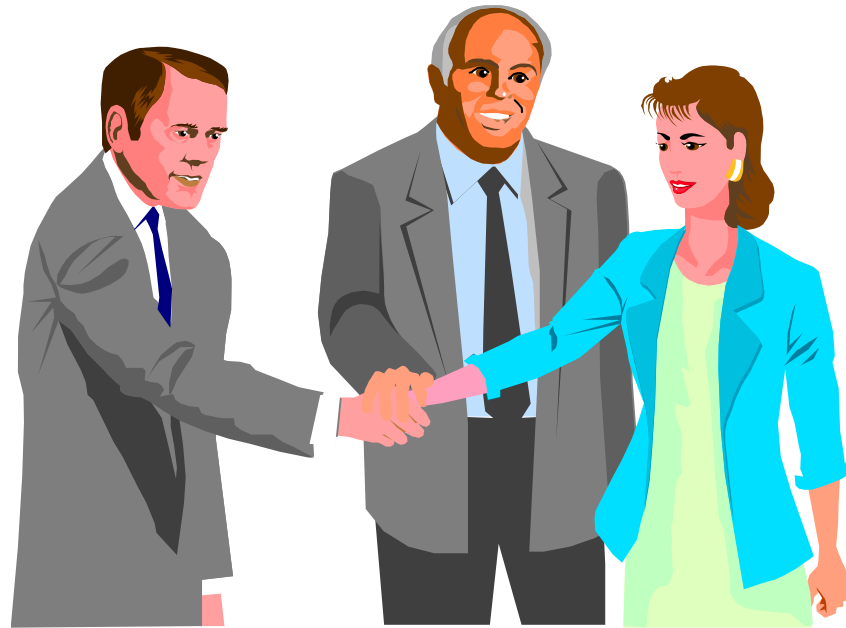# Career Development Plan (CDP) Guide

Terminal Objectives

Upon completion of training:

Employees and managers will understand and consistently interpret the content of career development

Enabling Objectives

Describe the concepts presented in the overview and management's expectation for career development

Describe the processes outlined that relate specifically to career development

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Overview and expectation

    Career development definition

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    Identify performance priorities

    Determine skill needs assessment/development objectives

    Explore developmental options and select activities

    Hold development discussion with manager

    Take action

    Monitor progress

Overview & Expectation

The Division's process for providing career development to employees through the *Individual Development Plan* is an essential part of our workforce development plan

Processes related to career development are designed to meet particular goals for development that are aligned with the Division's goals and objectives

Through the active participation of employees this process can better anticipate barriers and obstacles, as well as provide opportunities to identify developmental opportunities that will enhance the Division's future success

Overview & Expectation

Managers are expected to understand and implement these processes and to promote the individual development of each employee's developmental needs in order to ensure job and organizational success

Employees are expected to understand and implement their shared responsibility for the continued development of their skills, knowledge and abilities in ensuring job and organizational success

Career Development

DEFINITION:

Career development provides the opportunity for supervisors and employees to identify training and development needs in order to ensure job and organizational success.

Career Development

DEFINITION (cont.):

Benefits derived from the career development process:

Provides opportunity to develop a plan of action will help assure individual and organizational success

Provides managers and employees an opportunity to work out plans for achieving goals that relate to employee and organizational needs

Provides a tool for managers and employees to communicate and reach agreement on goals and developmental needs
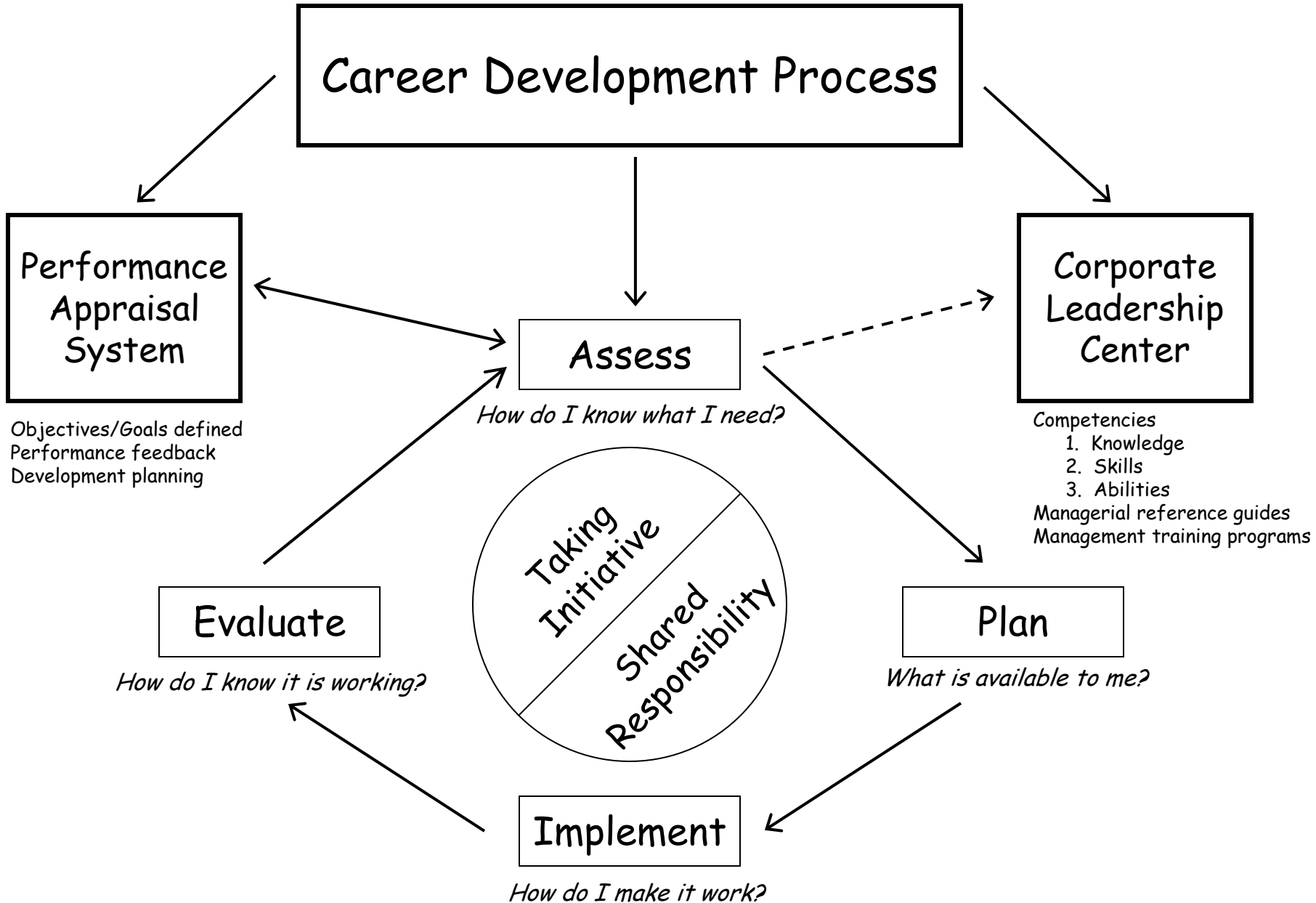
Career Development

DEFINITION (cont.):

Provides a means to acquire current and future "skill mix" information for the organization, as well as an opportunity for employees to obtain a better understanding of organizational career opportunities

Provide employees with another perspective on how their skills, abilities, strengths, and developmental needs are viewed

Human Resources Asset Development Center

Career Development Process

Performance Appraisal System

Objectives/Goals defined
Performance feedback
Development planning

Assess

How do I know what I need?

Corporate Leadership Center

Competencies
1. Knowledge
2. Skills
3. Abilities
Managerial reference guides
Management training programs

Taking Initiative / Shared Responsibility

Evaluate

How do I know it is working?

Plan

What is available to me?

Implement

How do I make it work?

Career Development

Responsibility of -

MANAGERS:

The career development process requires managers to:

> Develop an Individual Development Plan (IDP) that includes developmental objectives with the active participation of the employee

> Ensure that employees possess the competencies (knowledge, skills, abilities) to achieve the Division's goals

Career Development

Managers (cont.)

Provide open feedback on performance and development

Communicate information about available tools and resources

Communicate business direction and skill needs

Facilitate, coach and support employees

Career Development

Responsibility of -

EMPLOYEES:

Employees are responsible for taking the initiative in identifying development opportunities that will enhance the Division's success

Career Development

Employees (cont.)

The career development process requires employees to:

Develop an Individual Development Plan (IDP) that includes developmental objectives

Communicate the plan to management

Do self-assessment and reflect on possibilities

Research occupational and employment options

Career Development

Shared responsibility

Managers and individual employees are responsible for promoting individual and organizational growth and career development

Using the IDP, the manager and employee establish a clear understanding of developmental goals and expectations; then review actual development at least twice a year

DIVISION OF MANAGER AND EMPLOYEE RESPONSIBILITIES

Employee Lead the Process	Coach/Manager Support the Process
Identify and share the contributions you want to make: • How can you best add value? • What areas are most consistent with your skills and interests? • How can you apply your skills to the Division and the organization's needs?	**Help the individual to explore the pros and cons of his or her choices**
Ask for feedback and information concerning you and the Division: • How are you viewed? • What is the Division's strategic direction? • How do things work around here? • Where and how do you get information?	**Share your perception concerning the organization and the individual:** • How this individual is viewed by others and myself. • The Division's strategic direction. • How things work around here. • Where and how to get information.
Develop a plan to get there: • Focus on development. • Begin with performance on present job. • Ask for feedback on your ideas.	**Help the employee assess the plan:** • Focus on development more than position. • Provide feedback, managers and individual employees are responsible for promoting individual and organizational growth and career development. • Using the IDP, the manager and employee establish a clear understanding of developmental goals and expectations; then review actual development at least twice/year. • Provide feedback and information.
Follow-through on commitments	**Follow-through on commitments**

Career Development

Process guidelines

For example:

During the month of October the manager and the employee should familiarize themselves with the Individual Development Plan (IDP) worksheet

<u>The IDP is a six-step process that involves two-way communication between the manager and employee</u>

Career Development

Process guidelines

1. Identify performance priorities
2. Determine skills needs assessment/development objectives
3. Explore development options and select activities
   - Manager's preparation for discussion
   - Employee's preparation for discussion
   - Identify resources
4. Hold development discussion with manager
5. Take action
6. Monitor progress

Career Development

Identifying performance priorities

The first step is to:

Determine if the tasks and projects that must be completed in order for the Division to achieve its goals and operating requirements

Establish job goals

Define success and reveal the bottom line for measuring individual contributions to the Division's goals

Career Development

Identifying performance priorities (cont.)

While there may be some overlap between performance standards and performance priorities, in general performance standards indicate how work will be done and may not necessarily change from year-to-year

Focus on what is expected to be accomplished

Career Development

Determine skill needs assessment/development objectives

Once performance priorities have been established, *a skill needs assessment and development objectives need to be determined*

Skills needs assessment is a process to identify the competencies employees must possess in order to achieve organizational performance priorities

Career Development

Objectives (cont.)

Competencies include knowledge, skills, and abilities. Also, the job and the standards for doing the job, job description, and performance appraisal should be considered

Generally knowledge pertains to mastery of a subject matter area; a skill pertains to physical competencies or physically doing something and the ability pertains to the potential of using a knowledge or skill where needed

Competencies are related to tasks. Developmental objectives are statements that outline those competencies that will be addressed in the IDP.

Career Development

Explore all developmental options and select activities

There are many types of **developmental activities**; formal training is only one option and many times is not the best option

Career Development

The following is a list of various types of development options:

On-the-job training

Self-study courses

Shadowing

Discussion with subject matter experts

Rotational assignments

Developmental assignments

Participation on task force committee or team

DEVELOPMENT OPTION MATRIX

On the Job
- Activities
- Coaching
- Feedback
- Mentoring

Formal Coursework
- Professional and technical skills
- Leadership
- General management

Self-Development
- Readings
- Self-study
- Professional organizations

Special Assignment
- Development in-place
- Temporary
- New positions

Career Development

Explore developmental options and select activities

When selecting a developmental activity, the following criteria may help identify the best activity for your specific needs

Will the activity contribute to the developmental objective? How?

What are the direct and indirect costs associated with the activity?

Is the developmental activity easily available?

Career Development

Manager's preparation for discussion

In preparing for discussion, reflect back to <u>Identify performance priorities</u> and <u>Determine skill needs assessment/developmental objectives</u>. Consider the job and the standards for doing the job, particularly the job description and performance appraisal. Consider the knowledge, skills, and abilities most necessary for performing the job well

Consider the organization's needs over the next several years to include strategic plans, mission changes, changes in technology, expected turnover, staffing needs, program plans, and future needs for particular skills

Career Development

Manager's preparation for discussion (cont.)

After projecting needs consider potential to meet the needs. This assessment should focus on indicators of potential such as educational pursuits, self-study, formalizing training, developmental assignments, special assignments, and membership on teams/task forces

Project short- and long-term goals *and* rough ideas of training and experience aimed at the knowledge, skills, and abilities to achieve these goals

Career Development

The discussion is an **opportunity** for the **manager and employee** to review **plans for achieving goals** while **considering career goals and the Division's particular needs**

As a result of the discussion, managers and employees will develop an IDP

Career Development

Employee's preparation for discussion

This discussion should be formal and frank

Come to the meeting with rough ideas about the IDP after having completed and identified performance priorities and determined skill needs assessment/developmental objectives

The IDP discussion is **not** a performance appraisal

Discussion about strengths and developmental needs are an important part of the IDP planning process

IDPs do not imply always rising in the organization, just as career development does not mean a promotion

The purpose and scope of the discussion is to focus on short- and long-term career development

The following Pre-Development Preparation form provides a framework for preparation for the development discussion

Pre-Development Preparation

Held with: _____

Date: _____

	What I want tell my manager	Questions I need my manager to answer
Opening: • Clarify purpose/expectations • Ground rules and roles		
Discovery: • Share relevant information about your interests and values • Goals (short-term and long-term) • Desired contribution • Capabilities/strengths • Perceived constraints (e.g., skill and experience needs/timing) • Ask for feedback from your manager concerning his/her perception of you • Organization's direction/needs • Organization realities		

Pre-Development Preparation (cont.)

	What I want tell my manager	Questions I need my manager to answer
Planning: • Share your preliminary assessment of your development needs and opinions. • Generate additional needs or options you may have missed. • Evaluate consequences and tradeoffs for the options considered. • Select the best options.		

Follow-up:
• Summarize the plan.
• Confirm the commitments.
• Do a reality check:
  – Are the goals appropriate, given your skills and the organization's needs
 	
  – Are the action plans specific in terms of time frames, developmental activities, people to contact,etc.?
 	
  – Are the goals realistic?
 	
  – Does the plan begin with performance and development in the current job?		

Career Development

Hold development discussion with manager

Preparing an IDP is the **foundation of a career partnership between the manager and employee**

There will be questions throughout the process however; once the IDP is completed, a more formal development discussion is conducted

Career Development

Hold development discussion with manager (cont.)

The objective of the development discussion is to gain support for a plan of action and to modify the IDP as necessary

Actively listen, ask questions, and clarify until you understand

Be flexible and open to new ideas

Managers may have a broad view of what is happening in the organization and may make suggestions that will be beneficial to everyone

Career Development

TAKE ACTION -

Once the Manager and the employee agree on the IDP, by signing the form, the foundation for a career development partnership is established

You are now ready to **take action** and complete the activities that were agreed upon

If developmental assignments are to be completed **an action plan should be developed**

Follow through and locate the resources that are needed to complete the activities identified in the IDP

Individual Development Plan (IDP) Worksheet

Time Frame	Goals	Competencies	Actions	Resources	Schedule	
	to be achieved	to be learned or acquired	steps to take	what is needed (money, time, etc.)	Start	Finish
Short-term Critical within present position (1 year)						
Mid-term Important for growth within present position (2 years)						
Long-term Helpful for achieving career goals (3+ years)						

Career Development

Monitor progress -

The IDP process is an on-going, continuous process of growth and development

The IDP should be periodically reassessed to determine its effectiveness

Following is an instrument people can use for a "follow through" checklist:

Career Development

IDP Discussion checklist

Bring this checklist with you to the discussion. Ensure objectives have been met before concluding the discussion

Did you discuss the group, division, or team mission, objectives, and priorities?

Have you discussed performance expectations and agreed on what the results would look like?

Did you discuss the importance and relationship of individual performance, personal success and organizational success?

Are the goals established all SMART (Specific, Measurable, Action-orientated, Realistic, and Timely)?

Career Development

IDP Discussion checklist (cont.)

Have you identified those skills and abilities you agree need to be enhanced in order to support the achievement of the performance goals and/or overall work responsibilities?

Have you identified any potential barriers to achieving the performance and/or development goals?

Have you identified possible methods for barrier removal?

Have you documented the ideas for development on the IDP?

Have you agreed on how you will go about checking progress?

Review Enabling Objectives

Describe the concepts presented in the overview and management's expectation for career development

Describe the processes outlined that relate specifically to career development