

A GUIDE TO
INDIVIDUAL
DEVELOPMENT
PLANNING

*St. Olaf College
Human Resources*

PROFESSIONAL DEVELOPMENT AT ST. OLAF

The employees of St. Olaf College are a valuable resource to achieving our mission. We strive to continually provide opportunities to support growth and development in our employees' vocation while nourishing engagement on the Hill. Professional development is an ongoing process that St. Olaf is committed to continuing throughout an employee's career.

Developmental goals are learning-oriented. They spell out the knowledge, skills and abilities the employee needs to either remain effective in their current job or support the employee's ability to take on new responsibilities and grow in their career.

Professional development is a tool used by many colleges and organizations that involves a range of strategies designed to promote and support the improvement and overall performance of individual employees. It is the key component that promotes engagement, boosts employee satisfaction, and makes a workplace more appealing.

Building a culture that fosters professional development strikes a valuable balance between the needs of the employee and the needs of the organization. A consolidated, organization-wide approach that assists in the enhancement of performance and competence, allows employees to develop a better sense of the overall goals of the organization and the role they play.

In academia, the term professional development may be used in reference to a wide variety of specialized training, formal education, or advanced professional learning intended to help administrators, faculty, and staff improve their professional knowledge, competence, skill, and effectiveness.

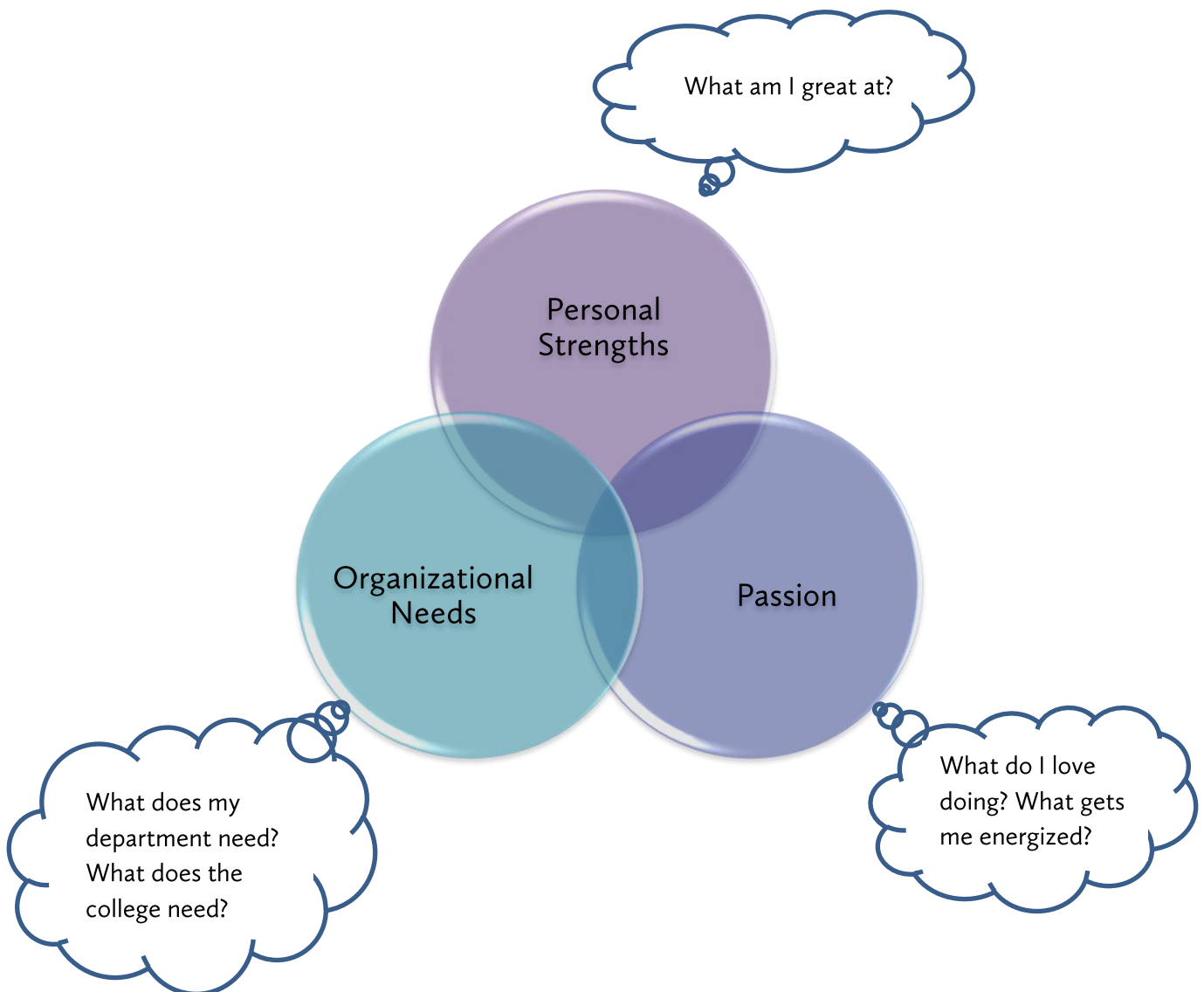
There are a variety of resources that help guide employees toward skill building and growth. This can include cross training employees, seminars, workshops, online learning with Lynda.com, college courses, on-the-job training, and webinars.

An effective way to get started is the Individual Development Plan.

GETTING STARTED

What is an IDP?

- A tool for employees to develop skills and reach career goals.
- A vehicle for supervisors to support employees with job coaching, mentoring, and evaluating.
- A form of encouragement for employees to take ownership over the trajectory of their development.
- A defined pathway for employees to achieve professional development and continue to be competent and excel in their roles.



THE BENEFITS OF CREATING AND IMPLEMENTING AN IDP

Supervisors will be able to:

- Develop productive conversations with employees that support work success.
- Cultivate connections between employee engagement and success.
- Use strategies and resources to aid in goal setting and timely feedback.
- Reward skill development and remove barriers.

Employees will be able to:

- Assess current work strengths and opportunities for development.
- Identify ways to gain knowledge and develop skills.
- Set goals and create an action plan.
- Receive mentoring and support from their supervisor.

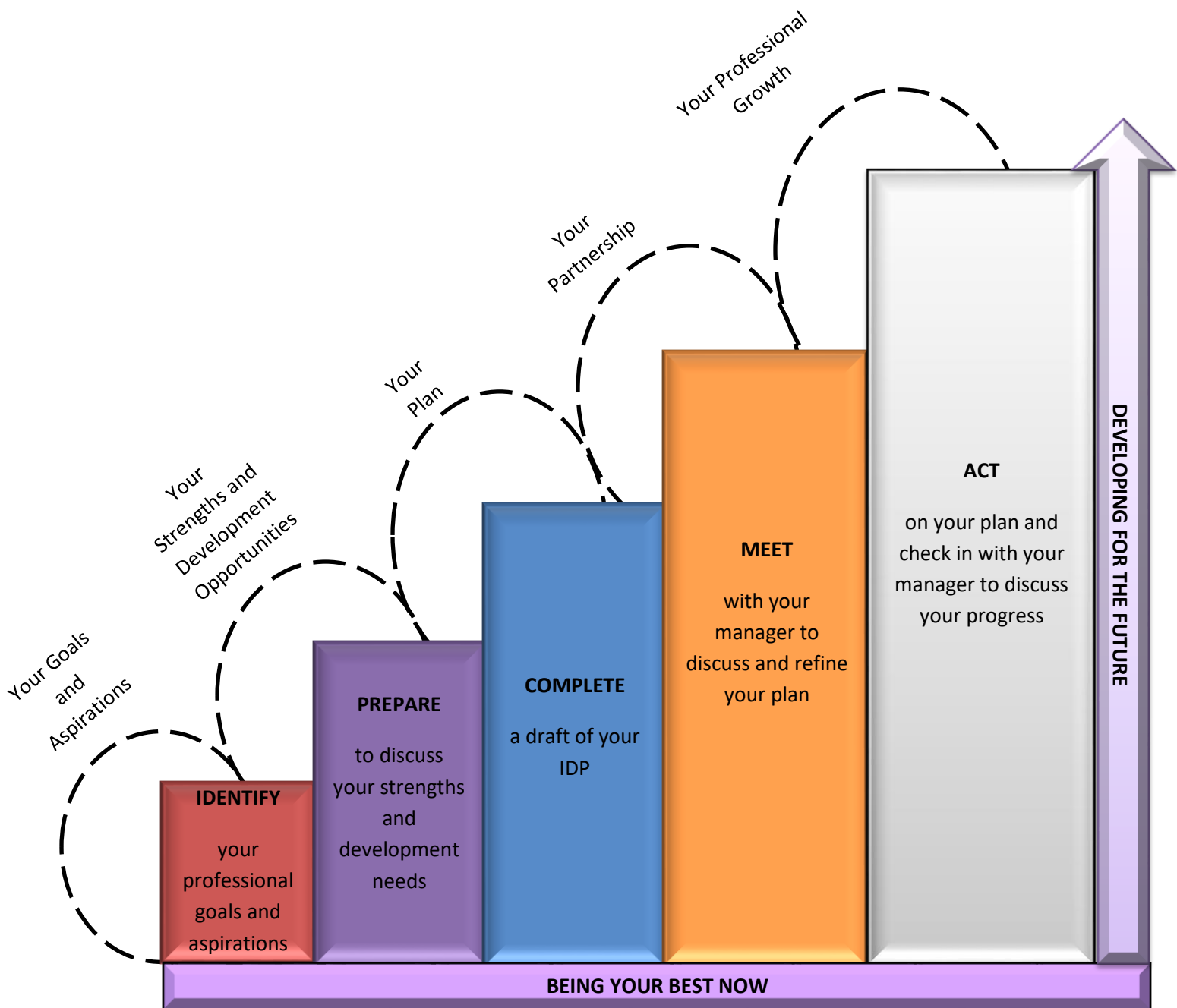
WHAT *ISN'T* AN IDP?

- A one-time activity
- A performance evaluation tool, although there may be developmental activities to improve one's current performance

There are many examples of IDPs but it is best to develop a format that allows open communication between the supervisor and employee. Remember, developing and coaching is reciprocal. Listening and learning what the employee needs to succeed will help identify effective ways to support and monitor progress.

HOW TO GET STARTED

The Individual Development Plan Path



HOW TO CREATE AN INDIVIDUAL DEVELOPMENT PLAN

Identify | **your professional goals and aspirations**

- What motivates and energizes you at work?
- What kinds of opportunities do you want in the future?
- What opportunities currently exist in your role that will help you develop and grow?
- Where do your motivations and the needs of the organization strongly align?
- Document your thoughts and ideas on the IDP Conversation Tool.

Prepare | **to discuss your strengths and development needs**

- What are your talents/strengths?
- What are your passions, what do you love doing?
- What are your areas to improve, or new areas to learn?
- Review your recent and past performance reviews and any performance-related feedback you have received from your supervisor(s), co-workers, clients and others, and any self-assessments you have taken – are they consistent with your assessment of your talents, strengths and development needs?
- Note your strengths/talents and development opportunities on the IDP Conversation Tool.

Complete | **a draft of your IDP**

- Where should you focus your development when considering your current role and future aspirations?
- What will your objectives be for this IDP?
- Will your IDP include expanding current capabilities, preparing for new opportunities, or a combination of both?
- Note your ideas for development activities on the IDP Conversation Tool and give to your manager to review before your meeting.
- Create a draft IDP plan (with concise wording) utilizing your IDP Conversation Tool.

Meet | **with your supervisor to discuss and refine your plan**

- Schedule a 30 minute meeting with your manager to discuss your draft IDP.
- Prepare by reading through the “Meeting Preparation” section of this guide.
- You will be responsible for running the meeting with your manager.
- Meet with your manager to discuss and refine your individual development plan.

Act | **on your plan and check in with your supervisor to discuss your progress**

- Complete an IDP form to finalize your plan and give a copy to your manager.
- Enter your IDP deadlines into your calendar.
- Partner with your manager to ensure an effective plan is in place.
- Schedule follow up meetings at least every 6 months to check on your progress.
- Take ownership of your plan and set yourself up for success.

IDP CONVERSATION TOOL



STRENGTHS | *What do you do well?*

DEVELOPMENT | *Where do you want to improve?*

GOALS | *What specific areas do you want to develop?*

ASPIRATIONS | *What else do you see yourself doing at the College?*

HOW TO PREPARE FOR THE IDP MEETING WITH YOUR MANAGER

The Meeting

Individual Development Planning is a partnership led by the employee and supported by the manager. The plan begins to come alive during the IDP meeting. In this meeting, the employee and manager discuss and refine the ideas they have prepared before the meeting and talk about development within the current job and possibilities for future career growth.

The output from the discussion is a formalized IDP with goals and activities spelled out, allowing the employee to grow in areas of interest, while contributing to the needs of their department/division. Together, the employee and manager create a plan that the employee will act on and the manager can support.

Employee Role

- Provide an overview of your thoughts in each section of the IDP Conversation Tool, and share how you arrived at your ideas.
- Invite your manager to share their perspective as you move through each section and finalize what will be incorporated into the plan.
- Establish a deadline to get the finalized IDP back to your manager and set a meeting on both of your calendars for your first check-in.

Supervisor Role

- Your role is to help your employee think through the plan based on what you know about the department's direction and goals while supporting the college's mission.
- Make sure you're clear about what will be included in the formalized IDP, and how you will support your employee.
- Agree to a meeting on your calendar when your employee will meet with you to discuss progress.

After the Meeting

Employee Role

- Send your manager a copy of the finalized IDP.
- Act on the IDP. Implement the plan – this is your career, your future and only you can take the steps required to develop and grow your knowledge, skills and abilities.
- Commit to the scheduled meetings with your manager to track progress and make adjustments as necessary.

Supervisor Role

- Help your employee secure resources or opportunities to accomplish their goals (training time, new assignments, people to contact).
- Check-in informally on a regular basis to find out how much progress your employee has made to achieve their goals.
- Commit to your scheduled meetings with your employee to track progress and coach as necessary.

IDEAS FOR POTENTIAL DEVELOPMENT ACTIVITIES

1. Improve knowledge and skills with the college's technology, systems, processes
2. Mentor a student or colleague at the college or in the community
3. Present at/or lead a meeting(s) you do not normally run
4. Assume a significant role for a task/project/activity that crosses departmental boundaries
5. Volunteer (i.e. join a non-profit organization or find a cause within your community)
6. Take a leadership role in a club/organization/group you belong to
7. Join a professional organization (i.e. Toastmasters for improving public speaking skills)
8. Sign up for a committee of interest (college or community)
9. Network to meet at least 3 new students or colleagues at St. Olaf College
10. Hold informational interview(s) with someone whose role interests you, and discuss what you learned with your manager
11. Serve on a hiring search committee with guidance from your supervisor
12. Build a case for a change in your department and present it to your manager
13. Research a topic that interests you and is related to your department, or St. Olaf, and present your findings at a staff meeting or to your manager
14. Learn about new developments in your field and present your findings at a staff meeting or to your manager
15. Form and lead a team to improve processes and efficiencies between your department and one of your customer groups or departments
16. Teach someone a skill or area of expertise you possess
17. Pursue certificates, accreditations or other credentials
18. Attend meetings, conferences and workshops sponsored by professional organizations
19. Work on improving your soft leadership skills including active listening, body language, communicating effectively, teamwork, empowerment, etc.
20. Take on a new duty or responsibility in your position

INDIVIDUAL DEVELOPMENT PLAN TEMPLATE

INDIVIDUAL DEVELOPMENT PLAN TEMPLATE



Employee Name
Employee Title

Department
Today's Date

STRENGTHS <i>What do you do well?</i>	DEVELOPMENT <i>Where do you want to improve?</i>
1.	1.
2.	2.
3.	3.

GOALS <i>What specific areas do you want to develop?</i>	ACTIONS <i>What will you do to accomplish this goal?</i>	TIMEFRAME <i>What is the deadline?</i>
1.		
2.		
3.		

OTHER ASPIRATIONS <i>What else do you see yourself doing at the College?</i>
1.
2.
3.

INDIVIDUAL DEVELOPMENT PLAN TEMPLATE EXAMPLE

INDIVIDUAL DEVELOPMENT PLAN TEMPLATE



Employee Name	Audrey Turner	Department	Human Resources
Employee Title	Student and Staff Employment Specialist	Today's Date	12/19/2018

STRENGTHS <i>What do you do well?</i>		DEVELOPMENT <i>Where do you want to improve?</i>	
1.	Communication	1.	Public Speaking
2.	Managing projects through to completion	2.	Relationships at St. Olaf
3.	Building Relationships	3.	St. Olaf specific knowledge base: mission, goals, vision

GOALS <i>What specific areas do you want to develop?</i>		ACTIONS <i>What will you do to accomplish this goal?</i>	TIMEFRAME <i>What is the deadline?</i>
1.	Become more comfortable with public speaking	Take the Lynda.com course – “Communicating with Confidence	12/1/2018
2.	Help launch IDP/Lynda.com for the new year	Review and create/revise existing documents and tools, lead trainings	12/31/2018, 1/31/2019
3.	Continue second year of Jan Student Emp Supervisor Trainings	Lead a session for the trainings	1/31/2019

OTHER ASPIRATIONS <i>What else do you see yourself doing at the College?</i>	
1.	Help complete outstanding projects in the HR department
2.	Continuing to make student employment a high impact practice at St. Olaf College
3.	