

## **Your Guide to Individual Development Planning**

### **Introduction**

A commitment to continuously learning and developing knowledge and skills that are valued by the University opens the door to career options and makes you a more valuable employee. Ultimately, the responsibility for your professional development lies with you but the support of your manager or a mentor can foster the process. This guide explains your role in creating and directing your professional development and provides you with the tools to create and launch your Individual Development Plan.

The Individual Development Plan (IDP) is a tool to organize and target your professional and personal development. Its primary purpose is to help you reach short- and long-term career goals, as well as strengthen current job performance by providing a structured approach. IDP's demonstrate intentional learning that is aligned with specific competencies, such as the UC Core Competencies, or with the mission, goals and objectives of an organization. With goal setting at its heart, a professional development plan organizes your ideas into a cohesive plan with defined timeframes and expected results. The UC San Diego IDP form is structured in such a way that will prompt you to identify learning activities that are experiential, social and classroom focused so that your development is well-rounded.

### **The Individual Development Planning Process**

The individual development planning process is directed by you, in partnership with your manager or mentor, to enhance your professional growth. Two of the most common uses of the IDP are to help you advance in your career, or develop an increased level of competency in your current position. The annual performance appraisal meeting is typically the time when employees and their supervisors discuss IDP's but they can be created at any time and should be reviewed and updated often.

The steps in the IDP planning process are:

Identify – Assess – Plan – Act – Evaluate

#### *Identify*

The first step in the IDP process is to have a clear picture of your career goals. This process is called career planning and it involves self-reflection and career exploration that help you identify the career that will bring you the most job satisfaction. Once you've identified your career interest, you'll be able to identify the related knowledge, skills, and competencies you need to develop in order to reach your career goal. The Career Connection program, sponsored by the UC San Diego Human Resources Department, provides a comprehensive suite of workshops that lead you through this process: <http://blink.ucsd.edu/go/careerconnection>. UC San Diego also makes available to all staff a free online assessment tool called SkillScan Online which provides a skill assessment to help you identify skill strengths and development opportunities: [www.skillscan.com/corp.ucsd.edu](http://www.skillscan.com/corp.ucsd.edu).

## Assess

Once you've identified the knowledge, skills, and competencies required of your career goal, you'll need to assess your current competency in those areas. Again, the SkillScan Online assessment tool can help ([www.skillscan.com/corp.ucsd.edu](http://www.skillscan.com/corp.ucsd.edu)). You may also want to review past performance appraisals and feedback you've received from your supervisor or others. Don't forget that skill strengths can also continue to be developed.

## Plan

The next step is to create the Individual Development Plan. The *Completing the IDP* section of this Guide provides the step-by-step process for creating the IDP. Once you've created your plan, you need to share it with your supervisor or a mentor. You should lead the conversation about your development goals but the plan should be mutually agreed upon by you and your supervisor or mentor. If you need help planning the conversation with your manager, contact Staff Education and Development, at (858)534-4890 or [staffeducation@ucsd.edu](mailto:staffeducation@ucsd.edu), for guidance.

## Act

Once the plan is in place, it is time to get busy completing the learning activities by the deadlines you've identified. Individual development often involves changing behaviors in addition to learning new ones. Research suggests that desired change is more likely to be successful when:

- *The desired competency is specifically defined*
- *There is a commitment and motivation to the behavior change*
- *An action plan is shared with others (sharing your IDP with your supervisor or mentor)*
- *An analysis is made of the reason for potential lack of success*
- *Other people support your behavior change*
- *The behavioral outcomes are visible and can be measured*

Use your calendar to highlight deadlines and schedule time with yourself each week to carrying out the learning activities in your plan. A minimum of 30 minutes a week is recommended. Address barriers as they arise and make adjustments to the plan as necessary.

## Evaluate

Finally, you need to receive feedback on your progress and evaluate your success in meeting your development milestones. Set follow-up meetings with your manager or mentor. The duration and frequency will depend on specific needs but as a general guideline, a 30 minute meetings every 3 months is recommended.

## **Completing the Individual Development Plan**

Once you have identified your career or professional goals and assessed your skills and knowledge on the related competencies required to meet the goal, you are ready to create your Individual Development Plan.

### *Step One – IDP Worksheet Part One*

Research shows that you increase your likelihood of obtaining a goal if you write it down and if it is written in a specific format. Part One of the IDP worksheet provides you with a structure for documenting your career or professional goal and your developmental goals. Write your developmental goals in the SMARTER style: Specific - Measurable - Accountable - Realistic - Time-frame - Evaluate - Record.

A developmental goal should have at least 2-3 developmental activities that you are able to complete in about 12 months. Start small, perhaps with just one developmental goal, to insure that you are successful in completing all your selected developmental activities.

### *Step Two – IDP Worksheet Part Two*

This worksheet helps you structure the development activities that will build the skill, knowledge or competencies you have identified in our developmental goal. Research indicates that most learning in the workplace occurs on the job, not in the classroom, so resist the urge to devote 100% of your development to classroom or online learning. An effective IDP includes development activities that include learning by doing, learning from others, and classes, e-learning and readings. Staff Education and Development has resources to assist you in finding on-the-job development activities. Career Connection has programs that can connect you with mentors and internships.

### *Step Three – UC San Diego IDP*

Complete the IDP by transferring the information from Part One and Two of the IDP Worksheets as appropriate. Add the following information:

**Outcomes/Results:** In detail describe what the successful completion of the developmental activity looks like. How will you know when the learning you have identified has been accomplished?

**Support:** Sharing goals with another person increases your likelihood of accomplishing the goal. Share your IDP with someone that can support you in your efforts by checking-in with you on a regular basis and providing you with feedback. Your supervisor is typically your best source of support but a mentor or coach can serve in the role as well.

**Target Dates:** This is a key part of the SMARTER goal style. Set reasonable target dates for completion of developmental activities so that you do not become unmotivated or overwhelmed. Start small and enjoy small successes.

**Status:** Use this area of the IDP to note completion of activities or identify potential barriers to completion that should be discussed with the individual supporting you with your IDP.

Record the date you discussed the plan with your supervisor, mentor or coach and set a date for a follow-up meeting. It is important to refresh your IDP often as goals change or new skill opportunities present themselves.

Should you need assistance in completing the UC San Diego IDP, please contact Staff Education and Development at [staffeducation@ucsd.edu](mailto:staffeducation@ucsd.edu) or (858)534-4890.

### UC San Diego Individual Development Plan Worksheet – Part Two SAMPLE

Research indicates that the most learning in the workplace occurs on the job, not in the classroom so resist the urge to devote 100% of your development to classroom or online learning. An effective IDP includes development activities that include learning by doing, learning from others, and classes and e-learning. Staff Education and Development has resources to assist you in finding on-the-job activities that will help you develop the desired knowledge, skills, and competencies. Career Connection has programs that can connect you with mentors and internships.

| Type   | Development Action  | Description  | Resources   |
|--|---|--|---|
| On-the-Job Development<br>Learning by Doing: | Complete a Special Project                                | Complete a stretch assignment of special project to broaden skills   | Work with your supervisor to identify assignments   |
|  | Join a Committee or Workgroup                             | Enhance your networks and develop leadership skills while making a positive impact on the campus.  | UCSD Staff Association  |
|  | Complete an Internship                                    | AA/EEO offers an internship program that can provide you with exposure to different working environments, tasks, and networks                                    | AA/EEO  |
| Learning from Others                         | Take a 360-degree feedback instrument                     | A 360-degree feedback instrument provides you with valuable information about how your behaviors are perceived by customers, direct reports, peers, and manager. | Contact Staff Education and Development   |
|  | Find a mentor, coach, subject matter expert or role model | Consult with a specialist to discuss and enhance specific work-related knowledge and broaden your perspective  | Select a person or contact the appropriate professional organization. Use the employee directory. |
|  | Receive cross-training                                    | Learn a job that is different from yours through cross-training  | Work with your supervisor   |
|  | Job Shadow  | Observe the day-to-day work of another employee  |   |
|  | Training classes and programs, formal education           | Attend classes, programs, professional conferences to develop new skills and networks  | UC Learning Center<br>Staff Education and Development   |
|  | Readings  | Stay current in your field or learn from experts through subscriptions and books   | Skillsoft Books 24/7<br>Professional journals   |
| Classes, E-learning, Education, Readings     | Online training/e-learning                                | Just-in-time learning, when it is convenient for you   | UC Learning Center<br>Skillsoft   |

**UC San Diego Individual Development Plan SAMPLE**

| <p>Name: Sandy Staff</p> <p>Current Position: Principal Analyst</p>                     |   |  |  |   |
|---|---|--|--|---|
| <p>1. State your development goal using the SMARTER style.</p>                          |   | <p><i>By the end of the fiscal year, I will increase my competency in creativity and innovation by re-designing a current business process and applying strategies and insights gleaned from my development activities. I will be supported in this goal by my supervisor and my goal success will be determined by the level of increased efficiency gained by the re-designed process.</i></p> |  |   |
| <p>2. Select the skill, knowledge or competency to be developed.</p>                    |   | <p align="center"><b>Creativity and Innovation</b></p>   |  |   |
| Development Activities<br>List 2-3 learning activities<br>(From IDP Worksheet Part Two) | Outcomes/Results<br>State what the successful completion of the development activities looks like | Support<br>List those that will support you with your development activities<br>Who else will be involved?   | Target Dates<br>State when each development activity will be completed or major milestones | Status<br>Note completion, potential road blocks and strategies |
| Attend the Design Thinking Workshop   | Successfully complete the workshop by understanding all material presented.                       | Staff Education  | October 2015   | Need to get approval for the cost of the workshop               |
| Attend the “UCSD Continuous Innovation Series” networking events                        | Make at least three contacts that are willing to listen to my ideas about process improvements    | Contacts from the networking event   | November 2015  |   |
| Apply the concepts from the workshop to the business process                            | A more efficient process as measured by ....  | Supervisor<br>Team members   | December 2015 – June 2016  |   |

## DEVELOPMENT PLAN CHECKLIST

A good development plan can position you to build both the skills you need to improve your performance in the short term and the skills you will need to achieve your long-term career goals. As you think about creating a development plan, remember three things:

- 1) **Performance and Learning Are Linked to Each Other:** You can build the skills you need by focusing on the work experiences and assignments that are most closely tied to your performance objectives.
- 2) **While the Skills May Change, the Strengths You Draw upon Do Not:** The strengths that have made you successful in the past do not go away. Although you may need to address development weaknesses, do not forget to continue to build your strengths.
- 3) **Your Success Depends on the People You Ask to Help You:** By sharing your development goals with your manager, peers, mentor, or their direct reports, you can check in at various points to make sure that you are making a strong plan.

Once you have completed a draft of your plan, use the checklist below to ensure that your development plan focuses on the right goals, provides concrete action steps, and allow you to measure your progress.

| Development Plan Checklist <sup>1</sup> |   |           |
|---|---|-----------|
| Category                                | Step  | Completed |
| <b>Development Goals</b>                | 1) Have I shared the plan with my manager and incorporated his/her feedback?  |           |
|   | 2) Do I focus on the skills I'll need to successfully do my job now and those I'll need to achieve my career goals?   |           |
|   | 3) Do I focus on continuing to build my strengths at least as much as I focus on closing any gaps?  |           |
|   | 4) Does this development plan push me to the edge of my "comfort zone"?   |           |
| <b>Action Steps</b>                     | 5) Have I identified a clear action plan that will help me reach my development goals?  |           |
|   | 6) Have I made sure that at least 80% of my action steps are tied to my day-to-day job responsibilities and project assignments and fewer than 20% are training programs? |           |
| <b>Success Measures</b>                 | 7) Have I shared my development goals with others so I can measure progress along the way?  |           |
|   | 8) Have I created realistic and achievable metrics to measure my progress?  |           |
|   | 9) Have I tied the metrics to realistic deadlines to assess my progress?  |           |
|   | 10) Have I created milestones to ensure I'm on track?   |           |

<sup>1</sup> The Boeing Leadership Center, "Development Plans That Aren't a Waste of Time," Boeing Management Company (2004).



L&D should customize on-the-job activities for each of the six categories of on-the-job activities

# SAMPLE ON-THE-JOB ACTIVITIES

## Recruiting Function

### 1. Access to Best Practices

- Create enterprise-wide contacts to deepen understanding of the organization as a whole
- Build relationships throughout HR, the business, and the global recruiting organization

### 2. Scope Expansion

- Attend line meetings or strategy sessions and discuss how recruiting can help the business achieve its goals
- Visit other offices to increase business knowledge

### 3. Change and Adversity

- Lead hiring process for tough-to-fill positions

### 4. Challenging Relationships

- Reach out to passive candidates by cold calling qualified leads
- Push back on hiring manager demands via data driven conversations (e.g. using Census data)

### 5. Persuading and Teaching

- Negotiate requirements with other HR departments (e.g., Compensation) to create a more compelling candidate offer

### 6. Making Difficult Decisions

- Determine which competencies may be developed over time versus those hiring managers insist on at the time of hire

## IT Function

### 1. Access to Best Practices

- Collaborate with more tenured IT business liaisons for feedback on IT architecture strategy developed for lines of business you support

### 2. Scope Expansion

- Serve on task force to update profile of critical skills for IT business liaisons and establish subsequent training and development strategy
- Work with business architects on process design and optimization questions

### 3. Change and Adversity

- Serve as a member of change management team during large-scale IT system overhaul

### 4. Challenging Relationships

- Collaborate with line managers to identify critical business priorities for the business unit and plan subsequent IT architecture strategies

### 5. Persuading and Teaching

- Develop and present business case to senior managers for a new IT project in a way that demonstrates compelling impact on business outcomes

### 6. Making Difficult Decisions

- Lead 'cost functionality trade off' conversations with business partners

Source: Recruiting Roundtable research.