Development Planning
A Guide for Employee Development

Relationship of the Manager and Employee in Development Planning

Both the manager and employee play an important role in development planning.

It is the manager’s role to:
- Ensure the employee knows performance expectations
- Help the employee identify performance gaps and initiate improvement actions
- Coach the employee on development opportunities for his or her current job and beyond
- Help the employee gain and apply newly acquired skills and knowledge
- Evaluate job performance and progress against development plans
- Support the employee in his or her career development

It is the employee's role to:
- Commit to acquire needed knowledge and skills
- Proactively seek development opportunities
- Create a development plan and work toward achieving goals
- Invest time and energy into his or her career development

How to Establish Effective Development Plans

Different frameworks are available from a research and practical application perspective that suggest everything is about the quality and depth of conversation when formulating a development plan.

Regardless of the framework chosen, the manager and employee should focus on these three components:
Understand expectations, employee performance gaps and what success looks like

This is the most important step in the process of establishing a development plan. The results of this exercise will drive the deliverables of the development plan.

To understand expectations, the manager and employee should be able to answer:
1. What is expected in the employee’s current role?
2. How well is the employee performing or prepared to perform to this expectation?
3. What will be expected to achieve the next position in light of career goals?
4. What development opportunities would help the employee prepare?

To understand and identify employee performance gaps, the manager should:
1. Talk to other employees, management, internal and external customers and trusted advisors.
2. Review performance evaluations and utilize other formal feedback assessment tools to establish a baseline focus.
3. Monitor results, behaviors, attitudes, knowledge and skills throughout the duration of the year.

To understand what success looks like, the manager and employee should be able to answer:
1. How will the manager and employee know the performance gap was resolved?
2. What would indicate an improvement in the gap?
3. What would the manager and employee expect to see if the gap was resolved?

Design a plan with the right mix of developmental activities

The manager and employee are encouraged to design a development plan focused on the three Pillars of Learning and Development Framework.

The framework is based on the three powerful ways that people learn:

- **Experience** – by having the chance to use or practice a skill or behavior
- **Feedback** – by receiving candid feedback on what is needed to improve and how
- **Education** – by having the foundational knowledge required

Be sure to consider all three pillars when designing a development plan.
Implement and review the plan regularly for adjustments and improvements

Execution of a plan is as equally important as its proper definition. Based on research, here is where many great plans fail. It is extremely important that the plan is actionable and measurable. Implementation of the plan will be done along a period of time and results must be seen by the end of the designated period. The manager and employee must agree on the frequency of check points to assess execution and implement adjustments to the development plan.

### Three Pillars of Learning and Development Framework

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<th>Experience</th>
<th>Feedback</th>
<th>Education</th>
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<td>Experience can be one of the most powerful ways to learn. It is generally recommended that 70% of development time be achieved through experience. Examples include:</td>
<td>Feedback comes from various sources. It can come from others as an informal comment, a formal performance management dialogue or a formal assessment, and it can even come from ourselves through reflect on our performance. Its value is dependent on how open we are to it and how well we are able to recognize it. It is generally recommended that 20% of development time be spent on receiving feedback. Feedback may be received from internal and external customers, managers, mentor or coach, peers and/or formal assessments or surveys.</td>
<td>Education provides foundational knowledge necessary to perform a skill or behavior. Education comes in many forms. Some think of it as merely classroom training, but it is far. It is generally recommended that 10% of development time be spent on education. Here are some ways to develop through education:</td>
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| ▪ **Critical project assignments:** The sense of urgency of critical projects, the problem-solving skills, the project management skills, the functionally specific skills or the processes that may help improve a skill set or behavior. | | ▪ Instructor-led courses  
▪ eLearning (e.g., courses on streaming video, downloads, CD, etc.)  
▪ eReferences (e.g., online library, periodicals, etc.)  
▪ Seminars, conferences, workshops, etc.  
▪ Webinars  
▪ Books, articles, professional journals, etc.  
▪ White papers  
▪ Certifications  
▪ Undergraduate or graduate degrees |
| ▪ **Opportunities within current job:** Learning opportunities can be found within one’s current job. Is there a part of the current job that might expose the employee to such an opportunity? Can the current job be expanded to include an opportunity? Who does the employee need to partner with or persuade? | | |
| ▪ **Job shadowing:** Shadowing allows an individual to observe another employee’s day-to-day activities for the purpose of learning what that employee does and how. | | |
| ▪ **Rotation assignments:** Rotating to a new position is the act of taking a new job that has been planned for to achieve business objectives and/or developmental needs. | | |
| ▪ **Lateral moves:** Lateral moves occur when an employee takes a new position, equal to the current pay grade or level, to assist the business and to gain valuable experience. | | |
| ▪ **Task team participation or leadership:** Many times employees are needed to participate in or lead temporary business initiatives in addition to their day-to-day job responsibilities. | | |

**Remember – A plan is only as good as its execution!**