

Development Action Plans

Coaching for Staff | Online Training

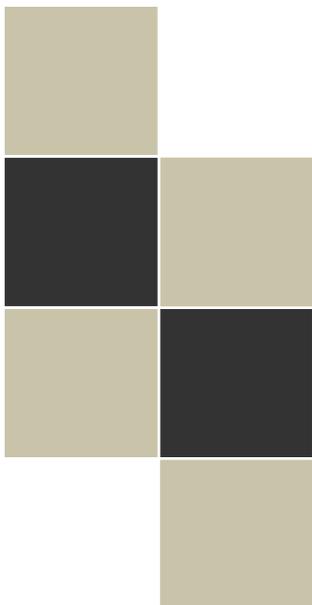


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INTRODUCTION

The Development Action Plan is designed to be a tool that you can use to contribute to the organizational goals of your work area, in addition to helping you achieve your individual career goals. This training will provide a comprehensive overview of creating a sample Development Action Plan and offer tips to help you complete your plan.

This workbook is meant to be a resource for you during and after participating in a Development Action Plan online training session with ITS-HR. It will guide you through the process of writing a sample Development Action Plan in collaboration with your supervisor or manager.

At the conclusion of this training, you will be able to:

- Define and describe the importance of the Development Action Plan
- Recognize how the Development Action Plan and JRW work together
- Explain how the Development Action Plan fits into the overall Performance Management Cycle at Penn State
- Develop and revise goals as well as identify appropriate Professional Development Activities
- Determine appropriate Performance Measures in collaboration with your supervisor or manager
- List resources and support needed to accomplish identified goals
- Establish target completion dates for your identified goals

ITS-HR Representatives are available to you during open office hours to assist with any questions you might have while completing your Development Action Plan. Office hours as of February 2012 are as follows:

Computer Bldg.

Room 223
2nd Wed.: 2 to 4 PM
4th Wed.: 8 – 10 AM

Paterno Library

Room: E19
1st Tues.: 10 AM – 12 PM
3rd Tues.: 10 AM – 12 PM

Willard Bldg.

Room: 23 (Conference)
2nd Wed.: 8 – 10 AM
4th Wed.: 8 – 10 AM

Greenleaf Bldg.

1st Fl Conference Room
1st Thurs.: 3 – 5 PM
3rd Thurs.: 3 – 5 PM

Rider Bldg.

Room: 210
2nd Thurs.: 2 – 4 PM
4th Thurs.: 2 – 4 PM

Telecommunications Bldg.

Conference Room
4th Thurs.: 2 – 4 PM

Wagner Bldg.

Room: 217
2nd Thurs.: 9 – 11 AM

Samples of Completed Development Action Plans

Administrative Support Assistant

Goals	Professional Development Activities	Performance Measures	Resources and Support Needed	Target Dates
Expand knowledge of Unit and Campus IT projects	(1) Attend monthly Tech Forums; (2) Assist with management of projects in MS Project; (3) Review of Unit service teams and projects	Review Unit Project Management Software and demonstrate knowledge of use at a monthly review meeting.	Calendar time and flexibility	March 2012

Systems Administrator

Goals	Professional Development Activities	Performance Measures	Resources and Support Needed	Target Dates
Become very proficient with Perl	Read books, work with coworkers, time permitting, potentially attend a Learning Tree class	Utilize proper techniques to produce effective and efficient code to reduce systems operating time and time spent in the duties of my job and my work unit.	Learning Tree Class – potential multi-day onsite training (would make the training more affordable – approx. \$1500; no travel costs)	Continually throughout the year (by December 2012)

Programmer/Analyst

Goals	Professional Development Activities	Performance Measures	Resources and Support Needed	Target Dates
Assist stakeholders and staff in understanding service level agreements.	(1) PyCon 2011; (2) Lunch & Learn customer satisfaction sessions	(1) 90% positive partner response on service follow-up surveys; (2) Compile documentation for frequently asked questions and issues	(1) Conference cost estimated to be \$1,500; (2) Staff support to attend Lunch & Learn sessions.	(1) Conference takes place in May 2012; (2) Lunch & Learn sessions will be monthly during 2012.

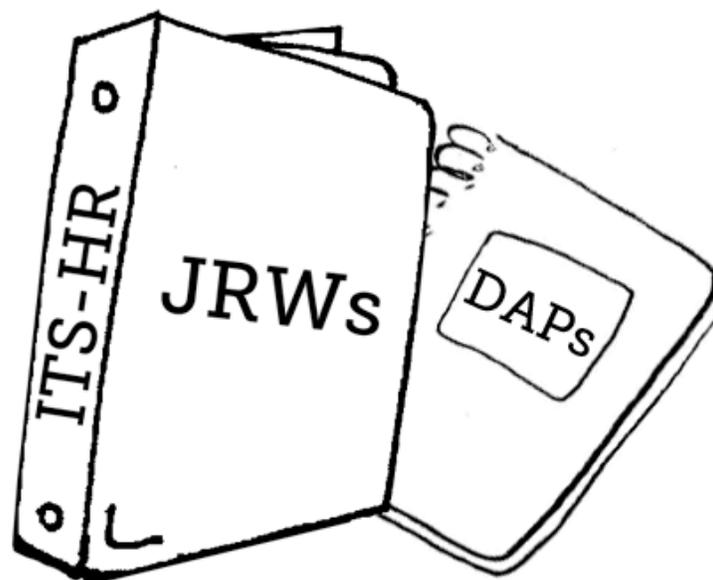
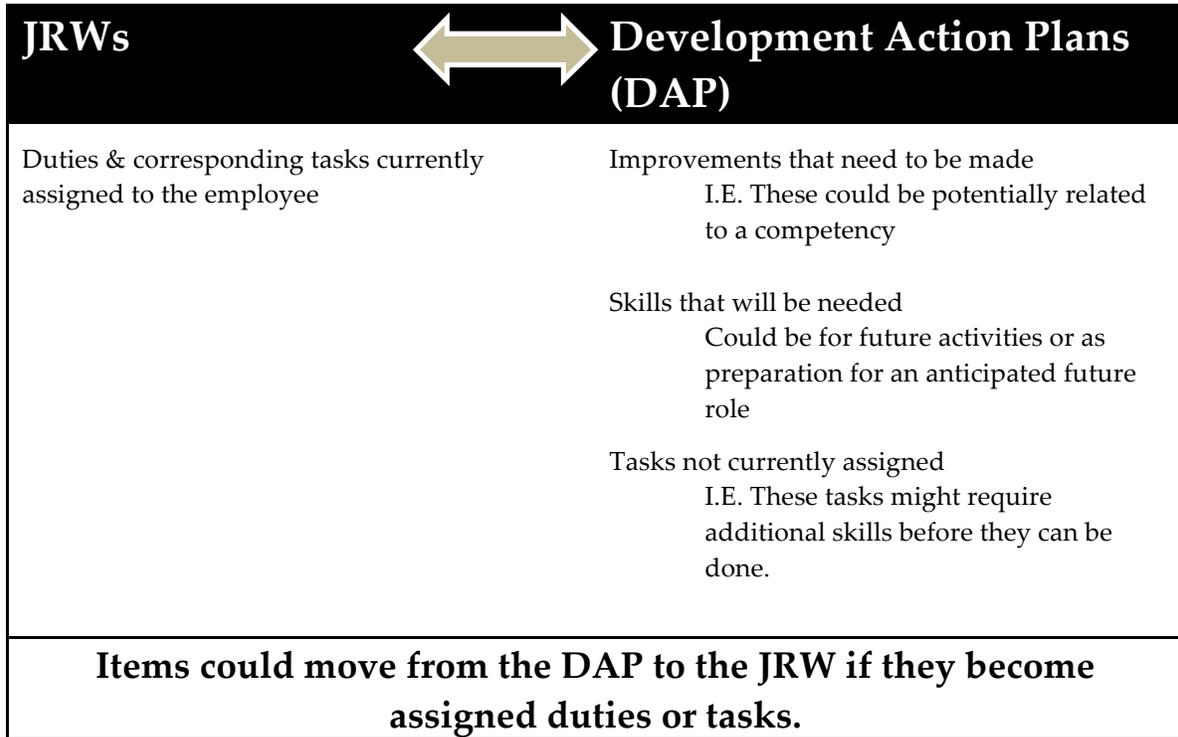
PART 1: OVERVIEW

Topics Covered

- Definition of Development Action Plan
- Components of the Development Action Plan
- Importance of the Development Action Plan
- JRWs and Development Action Plans
- The Performance Management Cycle for Penn State ITS-HR
- Development Action Plan Timeline



JRWs and Development Action Plans



The Performance Management Cycle for Penn State ITS-HR

Step 1: Planning	Step 2: Feedback	Step 3: Assessment
<ul style="list-style-type: none"> • Define Responsibilities • Set Performance Objectives • Review expected outcomes • Set development goals • Establish resources as needed • Identify supports & barriers 	<ul style="list-style-type: none"> • Document discuss observed behavior • Discuss results to date • Review and refine objectives • Remove barriers to achievement 	<ul style="list-style-type: none"> • Document performance outcomes • Discuss past year's performance <ul style="list-style-type: none"> ◦ Set groundwork for next year ◦ Potential objectives • Development opportunities • Determine ratings

The Development Action Plan Timeline

	Planning	Feedback	Assessment				
	May	June	July	August-December	January	February	March-April
Manager	<ul style="list-style-type: none"> • Review JRW to identify assignments for this performance year 	<ul style="list-style-type: none"> • Confirm completion of Development Action Plan 	<ul style="list-style-type: none"> • General salary increase, when applicable 	<ul style="list-style-type: none"> • Document observations • Coach • Provide informal and structured feedback • Mid-Year Discussion • Review & Update JRW 	<ul style="list-style-type: none"> • Submit JRW to HR if level may need to be updated 	<ul style="list-style-type: none"> • Request employee self-input for SRDP • Request other input for employee SRDP 	<ul style="list-style-type: none"> • Write SRDP • Discuss SRDP with employee • Begin Development Action Plan • Submit SRDP to ITS HR
Employee	<ul style="list-style-type: none"> • Review JRW to identify assignments for this performance year 	<ul style="list-style-type: none"> • Complete (with Supervisor) Development Action Plan 	<ul style="list-style-type: none"> • General salary increase, when applicable 	<ul style="list-style-type: none"> • Request feedback • Document accomplishments • Identify changes to JRW 	<ul style="list-style-type: none"> • Identify changes to JRW 	<ul style="list-style-type: none"> • Complete self-input for SRDP 	<ul style="list-style-type: none"> • Discuss SRDP with Supervisor • Begin Development Action Plan

PART 2: CREATING DEVELOPMENT ACTION PLANS

Topics Covered

- Setting Goals
- Selecting Professional Development Activities
- Determining Performance Expectations
- Finding Resources and Support
- Setting Target Dates for Expectations



Ideas or Notes.....

Horizontal lines for writing ideas or notes.



**Potential Manager Questions
Your manager or supervisor might ask
the following about your goals...**

- Does this goal address an improvement that needs to be made?
- Will achieving this goal result in the staff member gaining additional skills that will be needed?

Part 2:

Creating Development Action Plans

Setting Goals

Practice

Step #1: Now it's your turn! Three sample Goals are listed below. Using the "Staff Tips" listed on page 8, please revise these goals into better goals. Remember to think "S.M.A.R.T."!

Original Goal #1: Actively participate in meetings

Revised Goal #1: _____

Original Goal #2: Develop eLearning skills

Revised Goal #2: _____

Original Goal #3: Learn Database skills

Revised Goal #3: _____

Ideas or Notes.....

Part 2:

Creating Development Action Plans

Selecting Professional Development Activities

Professional development activities should support the achievement of the goals that you have defined. Activities can include:

- Learning through doing such as:
 - On-the-job assignments and Special project assignments
- Educational resources
 - Classroom training, eLearning, and Professional certifications
- Learning from others
 - Mentors, Coaching, and Networking (i.e. Toastmasters)

To identify activities, you should ask yourself:

What experiences would help me accomplish my goal?



Staff Tips...

To select Professional Development Activities, ask yourself questions like:

- Are the activities specific?
- Do the activities directly address the performance measures?
- Are the activities practical and realistic in terms of both time and resource requirements?
- Is there a balance of formal and informal activities?

** Please see Appendix A for suggested Professional Development Activities*

Samples

Administrative Support Assistant

- (1) Attend monthly Tech Forums; (2) Assist with management of projects in MS Project; (3) Review of Unit service teams and projects

Systems Administrator

- Read books, work with coworkers, and, time permitting, potentially attend a Learning Tree class

Programmer/Analyst

- (1) PyCon 2011; (2) Lunch & Learn customer satisfaction sessions

Ideas or Notes.....

Horizontal lines for writing ideas or notes.



Staff Tips...

To identify resources and support needed, consider available:

- Information
Release time
Financial Support
Facilities & Equipment
Materials
Opportunities to observe
Guidance, Mentoring & Coaching

Part 2:

Creating Development Action Plans

Finding Resources and Support

Resources and support may be needed to accomplish your goal. In this component of the Development Action Plan, you will identify the resources and support needed from your work unit or Supervisor to complete the Professional Development activities you have previously identified.

To identify resources and support, ask yourself:

What resources and support do I need to complete my identified activities?

Samples

Administrative Support Assistant

- Calendar time and flexibility

Systems Administrator

- Learning Tree Class -potential onsite multi-day training (would make the training more affordable - approx. \$1500; no travel costs)

Programmer/Analyst

- (1) Conference cost estimated to be \$1,500; (2) Staff support to attend Lunch & Learn sessions.

Ideas or Notes.....

Part 2:

Creating Development Action Plans

Finding Resources and Support

Practice

Step #1: Now it's your turn! Three samples of potential Resources and Support are listed below that correspond with the Goals shared on page 9. Using the "Staff Tips" listed on page 14, please revise the potential Resources and Support to align with your revised goals. Remember to ask yourself "What resources and support do I need to complete my identified activities?"

Original Resources and Support #1: N/A

Revised Resources and Support #1:

Original Resources and Support #2: N/A

Revised Resources and Support #2:

Original Resources and Support #3: Time to learn skill

Revised Resources and Support #3:



Potential Manager Questions

Your manager or supervisor might ask the following about your identified needs for resources and support...

- Are the requested resources and/or support realistic?
- Are the requested resources and/or support consistent with available opportunities?



Staff Tips...

To set target dates, think about:

- Are the dates realistic?
- Are the dates consistent with available opportunities?

Ideas or Notes.....



Potential Manager Questions

Your manager or supervisor might ask the following about your identified dates for Performance Expectations:

- Are the identified dates realistic?
- Are the dates consistent with available opportunities?

Part 2:

Creating Development Action Plans

Setting Target Dates for Expectations

The last step for you, when creating your Development Action Plan, is to set target dates for when you will accomplish your identified goals.

To identify target dates, you should ask yourself:

When will I be able to complete all the development activities and demonstrate the identified goal?

Samples

Administrative Support Assistant

- March 2012

Systems Administrator

- Continually throughout the year (by December 2012)

Programmer/Analyst

- (1) Conference takes place in May 2012; (2) Lunch & Learn sessions will be monthly during 2012.

Part 2:

Creating Development Action Plans

Samples of Completed Development Action Plans

Administrative Support Assistant

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PART 4: SUMMARY



Part 4: Summary

You have now completed the Development Action and Career Planning workbook!

To recap, in this training you were

- Provided with background about Development Action Plans that:
 - described Development Action Plans and why they are important
 - illustrated how the Development Action Plan and JRW work together
 - explained how the Development Action Plan fits into the overall Performance Management Cycle at Penn State

You then had the opportunity to step through the process of writing a sample Development Action Plan.

Using sample goals, you:

- revised the provided goals and corresponding Performance Measures
- identified appropriate Professional Development Activities that could help accomplish these revised identified goals
- identified resources and support that would be necessary for accomplishment of the revised goals
- considered target dates for expectations, keeping in mind whether or not the dates would be realistic and if they would be consistent with available opportunities

We hope that this training has been helpful to you! If you have any additional questions about Development Action Plans, please contact Susan Morse by calling 865-0851 or by emailing snm4@psu.edu.

"The tragedy in life doesn't lie in not reaching your goal. The tragedy lies in having no goal to reach."
-Benjamin Mays-

APPENDIX A

Formal Activities	Informal Activities
<ul style="list-style-type: none"> • University undergraduate and graduate courses • Seminars offered by the Human Resource Development Center (HRDC) • Workshops, symposia, and conferences. • Teleconferences • Self-study courses on video or audiotape • Tutorials on computer software • Self-directed programmed learning texts 	<ul style="list-style-type: none"> • Increase your expertise in a particular area by requesting a specific task assignment • Assume different responsibilities in your position • Involve yourself in planning, decision-making, and problem-solving activities in your work unit • Launch initiatives that exceed the minimum requirements of your job • Complete special one-person projects • Adopt innovative approaches to routine tasks and show cost-effectiveness • Seek diverse tasks both within and outside of your work unit • Pursue committee and task force assignments • Assume responsibility for completing action items and resolving issues. • Seek temporary fill-in assignments • Participate in job rotation / exchange assignments • Complete cross-training for other positions • Provide support to other workers during "peak times"

