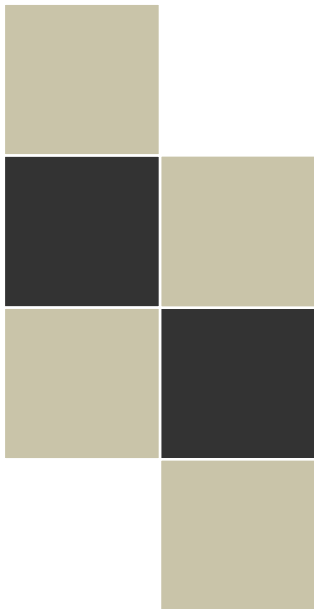


# Development Action Plans

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:

<b><i>Computer Bldg.</i></b> Room 223 2nd Wed.: 2 to 4 PM 4th Wed.: 8 – 10 AM	<b><i>Paterno Library</i></b> Room: E19 1st Tues.: 10 AM – 12 PM 3rd Tues.: 10 AM – 12 PM	<b><i>Willard Bldg.</i></b> Room: 23 (Conference) 2nd Wed.: 8 – 10 AM 4th Wed.: 8 – 10 AM	<b><i>Greenleaf Bldg.</i></b> 1st Fl Conference Room 1st Thurs.: 3 – 5 PM 3rd Thurs.: 3 – 5 PM
<b><i>Rider Bldg.</i></b> Room: 210 2nd Thurs.: 2 – 4 PM 4th Thurs.: 2 – 4 PM	<b><i>Telecommunications Bldg.</i></b> Conference Room 4th Thurs.: 2 – 4 PM	<b><i>Wagner Bldg.</i></b> 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



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*Ideas or Notes.....*

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"Motivation is a fire  
from within. If  
someone else tries to  
light that fire under  
you, chances are it will  
burn very briefly."

-Stephen R. Covey-

## Part 1: Overview

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### Definition of Development Action Plan

The Development Action Plan (DAP) is a systematic plan for focusing employee growth during the next year. It focuses on areas that you want to develop in order to grow in your job or to advance your career.

### Components of the Development Action Plan

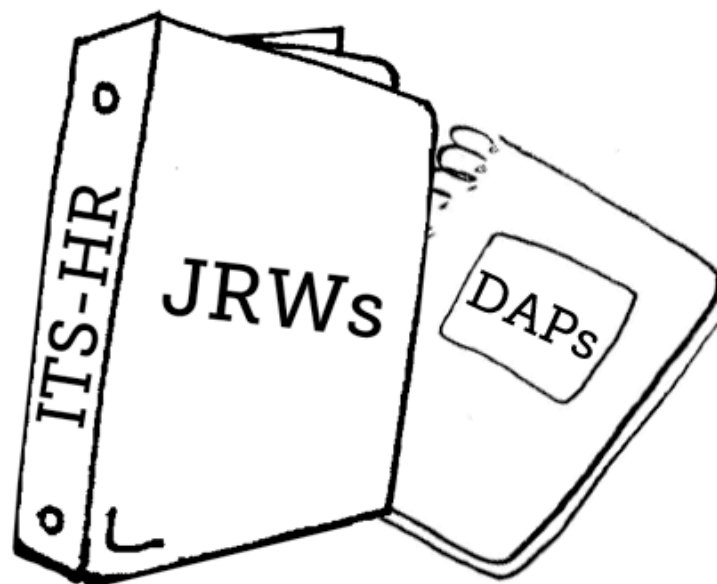
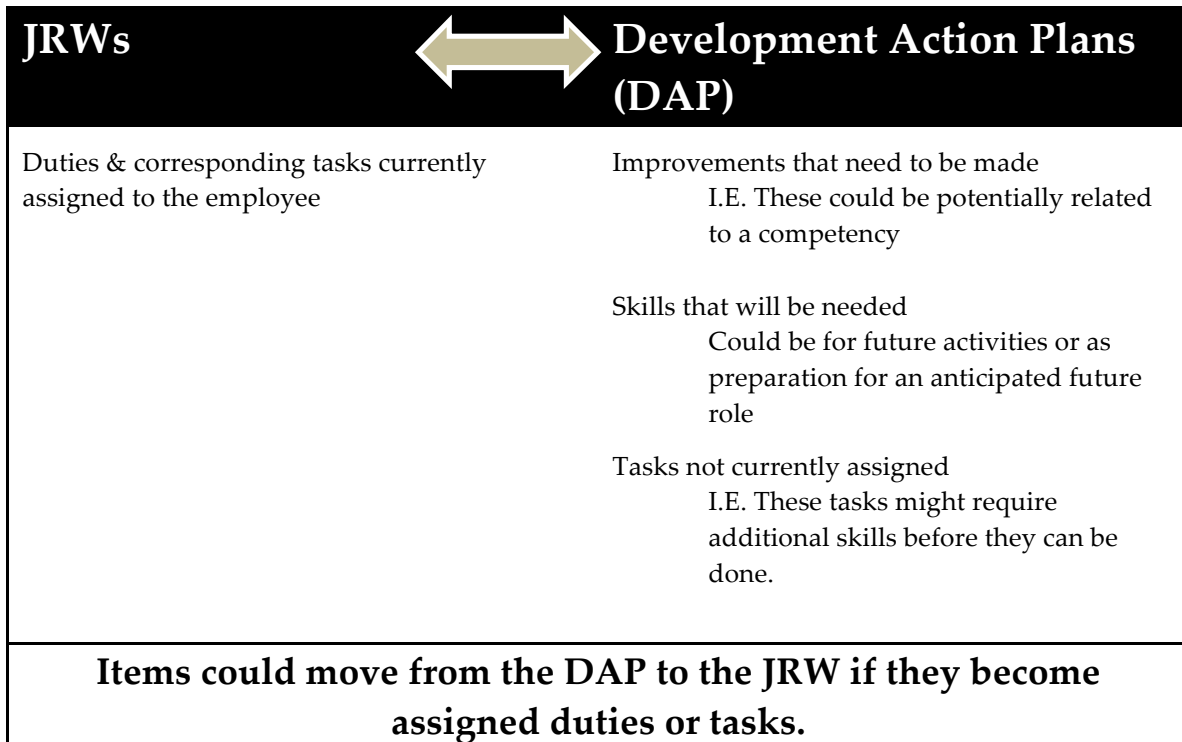
The Development Action Plan is made up of the following:

- Goals
- Professional Development Activities
- Performance Expectations  
(Measures)
- Resources and Support Needed
- Target Dates

### Importance of the Development Action Plan

The Development Action Plan serves as a guide for the growth of the individual as well as for the growth of the organization.

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

## The Development Action Plan Timeline

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

## **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



[illegible]

- What skills do you need for your current position that you don't already have?
- What future assignments might you receive that are outside of the scope of your current job?
- What skills do you need for positions you might like to consider for the future?

## Creating Development Action Plans

A goal is a one-sentence statement that describes a specific capability that you would like to acquire or improve. It describes a task that you will learn to perform.

What do I want to be  
able to do?

Each identified goal should be:

- **Specific:** *Think about the six “W” questions (Who, What, Where, When, Which, and Why).*
- **Measurable:** *Establish specific criteria for measuring progress.*
- **Attainable:** *Think about ways to make this goal come true.*
- **Realistic:** *Are you willing and able to do this?*
- **Timely:** *Without a time frame, there’s no sense of urgency.*

## Administrative Support Assistant

- Expand knowledge of Unit and Campus IT projects

- Become very proficient with Perl

- Assist stakeholders and staff in understanding service level agreements

[illegible]

- 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?

## Creating Development Action Plans

## Practice

Original Goal #1: Actively participate in meetings

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Ideas or Notes.....

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### 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*

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?**

#### 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.....*

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#### Potential Manager Questions

**Your manager or supervisor might ask the following about your Professional Development Activities....**

- 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?

Part 2:

Creating Development Action Plans

### Selecting Professional Development Activities

#### Practice

**Step #1:** Now it's your turn! Three sample Professional Development Activities are listed below that correspond with the Goals shared on page 9. Using the "Staff Tips" listed on page 10, please revise these Professional Development Activities to align with your revised goals. Remember to ask yourself "What experiences would help me accomplish my goal?"

Original Activity #1: N/A

Revised Activity #1:

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Original Activity #2: Read books

Revised Activity #2:

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Original Activity #3: Attend training

Revised Activity #3:

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*Ideas or Notes.....*

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### Staff Tips...

**To determine Performance Measures,  
ask yourself questions like:**

- How much?
- How many?
- How will I know when it is accomplished?

Part 2:

Creating Development Action Plans

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### **Determining Performance Measures**

Performance measures indicate how you will be held accountable for achieving your goals.

In general, achievement of a goal can be measured by the actual completion or demonstration of the capability described in the goal.

To identify Performance Measures, you should ask yourself:

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**What evidence  
demonstrates that I have  
accomplished my goal?**

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### **Samples**

#### **Administrative Support Assistant**

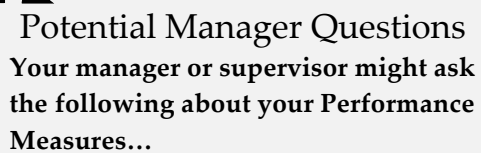
- Review Unit Project Management Software and demonstrate knowledge of use at a monthly review meeting.

#### **Systems Administrator**

- 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.

#### **Programmer/Analyst**

- (1) 90% positive partner response on service follow-up surveys; (2) Compile documentation for frequently asked questions and issues

[illegible]

- Part 2:

## Determining Performance Measures

**Step #1:** Now it's your turn! Three sample Performance Measures are listed below that correspond with the Goals shared on page 9. Using the "Staff Tips" listed on page 12, please revise these Performance Measures to align with your revised goals. Remember to ask yourself "What evidence demonstrates that I have accomplished my goal?"

Revised Measure #1:

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Revised Measure #2:

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Revised Measure #3:

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This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. In the bottom left corner, there is a small green logo featuring a stylized plant or leaf design.



**To identify resources and support needed, consider available:**

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

## Creating Development Action Plans

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.

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

## Administrative Support Assistant

- Calendar time and flexibility

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

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

*Ideas or Notes.....*

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### 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?

Part 2:

Creating Development Action Plans

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## 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:

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Original Resources and Support #2: N/A

Revised Resources and Support #2:

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Original Resources and Support #3: Time to learn skill

Revised Resources and Support #3:

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### Staff Tips...

To set target dates, think about:

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

*Ideas or Notes.....*

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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

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## 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 4: SUMMARY





#### Part 4: Summary

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

