



Step 1: Background Information

Use this section to capture your status in your current role and your future career goals. This will form the foundation for setting your development goals.

Name: Laura Snyder	Current Position: Director, IT Services	Date started: January, 2006
Performance Summary (refer to your Performance Management forms and summarize)		
<p>The performance ratings on all performance targets and competencies in my last three performance reviews were predominately 4 with an overall evaluation of 4.</p> <p>During my last performance review my ADM recognized my superior performance in implementing a highly complex systems integration project across departments that allowed us to achieve many process efficiencies. He suggested that I identify options for career development that would allow me to further develop my strengths in the competencies of Strategic Orientation and Decisiveness.</p>		
Career Goal(s):		
<p>My career goal is to move into a position with a higher level of responsibility for strategic planning and determining the direction of programs, policies and initiatives.</p>		
Areas of Strength (Knowledge, skills, and competencies)	Areas for Development	
<p><u>Competencies:</u> Strategic Orientation Decisiveness</p> <p><u>Skills/Knowledge:</u> Project Management Detail Orientation Time and resource management Facilitation skills</p>	<p>I feel I have true strengths in strategic orientation and am highly decisive. I would like to continue to develop and hone these skills as I believe they will help me achieve my career goals.</p> <p>Additionally, our department has recently put a strong emphasis on HR initiatives and planning. I would like to build my skills and knowledge in this area, with a focus on succession planning.</p>	

Planning For Your Development Goals

Use this section to capture your development goal(s), steps to achieve that goal(s), time frames, potential obstacles and solutions, and how to tell when you've succeeded.

Step 2: Development Goals	Step 3: Action Steps	Date:	Step 4: Obstacles & Solutions	Step 5: Evaluation
Strategic Orientation	<p>Lead our divisional strategic planning process to help develop a long range plan and strategies for achieving our mission and vision.</p> <p>Lead two cross-departmental committees to gain a broader understanding of issues in which our department is currently involved.</p> <p>Meet monthly with ADM to discuss strategic issues and strategies/actions to address.</p> <p>Read <i>20/20 Foresight: Crafting Strategy in an Uncertain World</i> by Hugh Courtney.</p>	<p>April 1/06</p> <p>Dec. 31/06</p> <p>Ongoing</p> <p>June 1/06</p>	<p>Obstacle: Getting everyone at the table for input. Solution: Work with ADM's admin assistant for help with scheduling and meeting logistics.</p> <p>Obstacle: Extra time required to lead committees. Solution: Support from ADM</p> <p>Obstacle: time Solution: will schedule to discuss over lunch</p> <p>Obstacle: time Solution: will committ to reading for 15 minutes daily before checking email or phone messages.</p>	<p>Will complete comprehensive Strategic Plan that incorporates measurable/achievable goals. Plan will be communicated to all employees. Will hold employee Q&A sessions .</p> <p>Committees will meet their mandate and objectives set out in their project charters.</p> <p>Meetings will be kept.</p> <p>Books will be read by specified date.</p>
Decisiveness	<p>Read <i>The Art of Decision Making</i> by Helga Drummond and <i>Communicating in Groups: Building Relationships for Effective Decision Making</i> by Joann Keyton.</p> <p>Manage and lead the RFP and proposal review process for the new XYZ system that will be</p>	<p>July 1/06</p> <p>Nov. 30/06</p>	<p>see above</p> <p>Obstacle: putting together a qualified review team to</p>	<p>see above</p> <p>Solution is purchase with full endorsement of</p>

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	implemented next fiscal. Will be responsible for determining which system will be purchased.		evaluate proposals. Solution: will get input from senior team on what perspectives we will require and who might be the best qualified.	review team by specified date.

Step 2: Development Goals	Step 3: Action Steps	Date:	Step 4: Obstacles & Solutions	Step 5: Evaluation
<p>Succession Management</p>	<p>Will attend PSC workshop on Succession Management for Managers.</p>	<p>June 5/05</p>	<p>Obstacle: course may be cancelled Solution: will arrange to meet with PSC if this happens to obtain workshop materials and info.</p>	<p>Successful completion of workshop.</p>
	<p>Will lead departmental workforce planning/succession management initiative by:</p>			
	<p>Meeting with SM advisor at the PSC to discuss tools, resources, strategies, best practices, etc.</p>	<p>July 30/06</p>	<p>Obstacle: may need more than one meeting. Solution: will schedule after initial meeting.</p>	<p>Will feel confident in resources and knowledge to move forward with next tasks.</p>
	<p>Conduct an analysis of our department's workforce (including potential retirement numbers critical positions, development priorities, environmental scan, etc.)</p>	<p>Aug. 30/06</p>	<p>Obstacle: obtaining statistical and HR data. Solution: will work with HR Director to obtain.</p>	<p>Data will be obtained by specified date.</p>
	<p>Write report and delivering the results of this analysis to our Executive Team.</p>	<p>Sept. 30/06</p>	<p>Obstacle: time Solution: will delegate some of my operational responsibilities to team lead to provide them with development as well.</p>	<p>Report will be comprehensive and will be completed by specified date. Executive team will have enough data to make informed HR decisions to move forward with initiative.</p>
<p>Developing an HR planning strategy which will be incorporated into next year's business planning process based on this report and from input and feedback from the Executive Team.</p>	<p>Jan. 15/07</p>	<p>Obstacle: Mgt "buy in" to strategy Solution: review strategy with team prior to strategic planning sessions next year.</p>	<p>HR priorities identified through the strategy and incorporated into planning.</p>	

Sign-off

Please review your career Development Plan at your semi-annual and annual performance review meeting.

Employee Signature:

Date:

Manager Signature:

Date: