

## Career Development Plans

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A Career Development Plan is a flexible tool for improving employee performance. It can be implemented for two distinct purposes:

- 1) Career Advancement. A development plan can be used with your strongest performers to identify new ways in which they can contribute. A well-thought-out plan provides colleagues with opportunities and clear direction on how to increase their skills and ultimately advance their careers.
- 2) Performance Gaps. A development plan can identify a potential skill or behavior improvement areas an individual needs to perform in his/her current role.

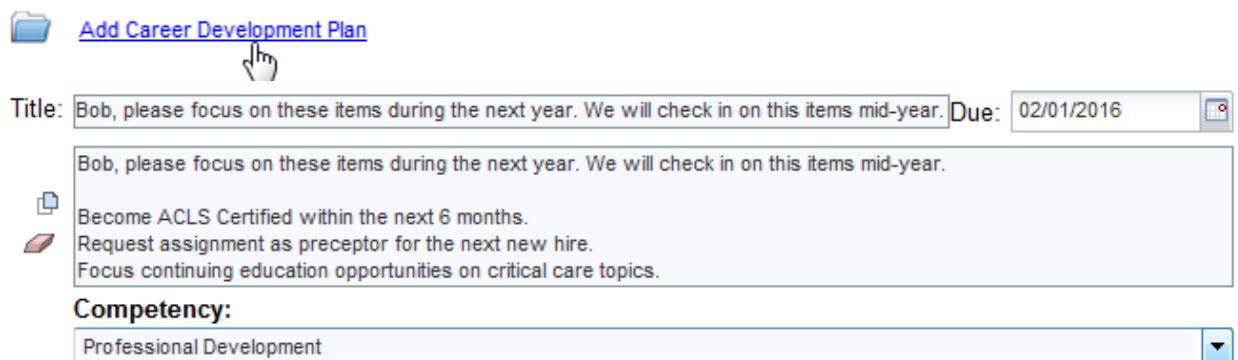
In either case, the development plan:

- Is established and agreed upon by leader and colleague during the annual performance appraisal process
- Is entered directly onto the performance appraisal form.
- Describes the development needed and how the individual will develop (i.e., through training, special assignment, coaching, practice, etc.)
- Automatically transfers into the colleague's Halogen TalentSpace profile, and is available to be tracked and updated throughout the year.

### Entering a Career Development Plan onto a performance appraisal form

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Beneath each section on the performance appraisal form there is a link that reads “[Add Career Development Plan](#)”. Clicking this link expands an area where the development plan details can be entered. Note that a development can be aligned to a specific Competency on the appraisal form.



The screenshot shows the 'Add Career Development Plan' form. At the top, there is a folder icon and a blue link labeled 'Add Career Development Plan'. Below this, a hand cursor points to the link. The form has a 'Title' field with the text 'Bob, please focus on these items during the next year. We will check in on this items mid-year.' and a 'Due' date field set to '02/01/2016'. Below the title field, there is a large text area containing the same title text and three bullet points: 'Become ACLS Certified within the next 6 months.', 'Request assignment as preceptor for the next new hire.', and 'Focus continuing education opportunities on critical care topics.'. At the bottom, there is a 'Competency' dropdown menu with 'Professional Development' selected.

Here are some examples of development plan topics as well as activities that could be associated with a development plan. These are simply examples and may be modified to meet the appropriate situation.

#### EXPAND ACCOUNTABILITIES:

- Expand a colleague's job content to include a wider variety of tasks, risk taking opportunities, greater responsibility and/or authority.
- Ensure that different types of tasks and levels of responsibility are needed, not just more work in the same task.

- Monitor and review the colleague's progress.

#### **ATTENDANCE AND INVOLVEMENT IN DEPARTMENT, DIVISION, STAFF OR OTHER SPECIALLY DESIGNATED MEETINGS:**

- Select the meeting(s) which will provide the colleague with the knowledge, exposure or broadening needed.
- Pre-plan the colleague's involvement in the meeting and determine the expected outcome for the colleague.
- Review the meeting with the colleague - emphasizing the areas related to the anticipated results (e.g. exposure to thinking at a more global instead of local level).

#### **ON-THE-JOB COACHING AND FEEDBACK COUNSELING:**

- Provide skill and knowledge by answering questions, reviewing work, discussing progress and providing general direction.
- Work through actual problems in order to share insight and problem solving strategies.
- Monitor development progress and provide appropriate feedback.

#### **SERVING AS A CONFERENCE LEADER OR TRAINER:**

- Schedule the colleague to serve as a conference leader or trainer.
- Teaching others is a valuable way to obtain new knowledge, broaden one's viewpoint and clarify one's thinking.
- Select training responsibilities that put the colleague in touch with new operations, process or operating problems.
- Review audience responses with the colleague.

#### **FORMAL PRESENTATION OPPORTUNITIES:**

- Assign a presentation that will give the colleague an opportunity to develop planning and organization skills as well as effectiveness in speaking.
- Review and critique the plan prior to presentation.
- Provide feedback on the effectiveness of presentation.

#### **UNDERSTUDY TRAINING:**

- Prepare the colleague to assume the responsibility of his or her supervisor either as a substitute or as a replacement.
- Provide opportunity to observe and be involved in the day-to-day responsibility of the supervisor's job.

#### **PLANNED EXPOSURE TO ANOTHER FUNCTION:**

- Expose the colleague to lateral job functions either on a project or observation basis.
- Identify and plan the expected outcomes with the colleague.
- Review and critique the exposure experience.

#### **VACATION OR REPLACEMENT ASSIGNMENTS:**

- Assign the colleague the responsibilities of his/her leader when the leader is on vacation or extended travel.
- Review the assignment with the colleague and evaluate his or her performance.

#### **SPECIAL ASSIGNMENT:**

- Select a problem area that will require increased analytical ability, improved judgment, knowledge of the organization and/or decision-making skills.
- Assign an in-depth study of the problem area.
- Review and critique the study.

**SPECIAL TEAM PROJECTS OR ASSIGNMENTS:**

- Place the colleague in a group problem-solving situation to develop his/her skills in working with others.
- Place the colleague in a group with representatives from various parts of the organization to develop the participant's knowledge and understanding of the organization.
- Review and critique the colleague's performance or participation.

**WORK ONE-ON-ONE WITH A SPECIALIST:**

- Arrange to have the colleague talk or work with people experienced in specific areas.
- Arrange to have the colleague talk or work with external professionals.
- Follow-up to review new ideas, perspectives, and knowledge gained.

**IN-HOUSE TRAINING PROGRAMS:**

- Enroll the colleague in an applicable in-house course or program.
- Have the colleague report on what was learned.
- Provide the colleague with access to computer-based training.

**OUTSIDE FUNCTIONAL TRAINING:**

- Carefully select outside professional development programs.
- Ensure that the programs (e.g., leadership development, functional broadening, or technical education) meet the organization's and colleague's specific needs.
- Consider community college and university courses that can be used to teach specific skills.

**SELF-DEVELOPMENT PROGRAMS:**

- Schedule participants in interpersonal skills and motivational programs.
- Expect only short-term effects.

**READING SKILLS TRAINING:**

- Enroll the colleague in reading courses to increase reading skill and comprehension.
- Use organizational or community literacy programs.

**STUDY MANUALS, BULLETINS, REPORTS AND OTHER PRINTED MATERIALS:**

- Carefully select the reading material and have the colleague study it.
- Follow-up and discuss the insights and/or knowledge gained as well as its applicability.

**PLANNED READING IN SPECIALIZED FIELDS (E.G. TECHNICAL BOOKS, TRADE JOURNALS, MANAGEMENT LITERATURE, ETC.):**

- Limit the amount of time spent on reading by carefully planning the reading assignment.
- Reinforce the colleague's effort and demonstrate interest in his/her development by follow-up discussion of material covered.
- Encourage the colleague to check out books, tapes, videos and journals from the internet and/or department/university/local libraries.

**MENTORING:**

- Share your experience, knowledge and ideas on specific topics with the colleague in order to encourage him/her to try new approaches to solving problems.

**HOME STUDY COURSES AND FORMAL EVENING COURSES:**

- Select courses through many community colleges, universities and professional associations.
- Such courses require a great deal of self-discipline and effort.
- Review progress.

#### **ACTIVE PARTICIPATION IN COMMUNITY AND CIVIC AFFAIRS:**

- Encourage the colleague to become involved in community organizations in order to develop leadership ability, skills in planning and organizing, problem-solving ability and community awareness.

#### **PERSONAL DEVELOPMENT WORKSHOPS:**

- Carefully select and evaluate the workshops.
- Select participation on a voluntary basis only.
- Select workshops to help gain new insights into his/her personal style and how others perceive him/her in interpersonal relationships.

#### **MODELING OR ROLE PLAYING:**

- Demonstrate to the colleague the appropriate behavior in a specific situation (e.g. evaluation discussions).
- Allow the colleague to practice the demonstrated behaviors.
- Critique the colleague using the S-B-I feedback model.

#### **PLANNED STRUCTURED BEHAVIOR CHANGE:**

- Identify desirable behaviors that need to increase.
- Provide a means of systematically reinforcing positive behaviors.