



Individual Development Planning Guide

Table of Contents

Prepare For the Individual Development Plan Journey	3
What is individual development planning?	3
Why do employees pursue professional development?	3
The coaching and feedback dialogue.....	3
Assessing your needs	4
Stating your needs	4
Drafting your plan	5
Use a worksheet.....	5
Drafting your goals.....	6
Consult with Your Manager	7
Gain insight	7
Complete your plan.....	7
Working your plan	8
Take action.....	8
Clear obstacles	8
Enlist support	8
Monitor progress	8

PREPARE FOR THE INDIVIDUAL DEVELOPMENT PLAN JOURNEY

What is individual development planning?

Individual development planning is an ongoing process through which you and your manager work in partnership to design an approach for acquiring the knowledge, skills and behaviors that strengthen your professional growth and your contributions to The College of New Jersey, and from which you prepare for your long term growth and development strategy.

An individual development plan (IDP) is a personally tailored cycle of planning to meet professional development and/or career goals. An IDP enables you to identify your individual performance and results and to relate your performance to organizational success. And, the IDP will enable you to focus on areas of growth, opportunity, and structured and unstructured training and development. Once created, the IDP is followed by implementing and evaluating progress toward your development goals.

While *you* are ultimately responsible for your career and should take charge of planning your development, The College of New Jersey will assist you in a number of ways. You can look to your manager as your partner in your development, as he or she supports your efforts by providing guidance, time, and opportunities. Human Resources is another champion of your growth and development, and has resources available to assist you. By building your knowledge, skills, and behaviors, you grow professionally.

Why do employees pursue professional development?

Employees typically pursue development to enhance skills and behaviors that may be applied across the college, strengthen your impact in your current role, gain credibility and exposure needed to assume a higher level of responsibility or promotional opportunity and enhance your contributions to TCNJ's success.

You may complete an IDP at any time of the year to address development needs as they arise, but it may be helpful to build this process into annual goal planning. Regular dialogue with your leader throughout the year about your progress will help position you to achieve your goals.

The coaching and feedback dialogue

Employees are essential to providing the best preparation for The College of New Jersey students, and the highest quality experience to internal and external stakeholders. We all must understand how our work and our results connect to TCNJ's mission, vision, strategy and core values.

Individual development planning is an activity that typically occurs as an aspect of the ongoing coaching and feedback dialogue with your manager.

Assessing your needs

A self-assessment helps you to determine your current contributions to TNCJ. Ask yourself some of these thought-provoking questions to determine your career direction.

Are you content in your current role?

What are some other work areas or roles that are of interest to you?

What are the specific skills you would like to develop to enhance performance in your current role?

What interests you about your current role, your colleagues or your organization?

Are there any additional responsibilities you are interested in taking on related to your current role?

How can you be more innovative in your current role?

How can you provide outstanding service to our customers?

Stating your needs

After thinking things through, you will likely be able to align yourself to one of three common development needs, as described in the table below.

Need	Description
The scope of your current role has been redefined or altered.	You are content in your current role, but technology or job duties have changed and you need to gain additional knowledge, skills, or abilities.
You want to enhance performance in your current role.	<p>You are content in your current role, but you want to improve your skills or behaviors by engaging in development activities (inside or outside the organization).</p> <p>You are content in your current role, but would like to take on more challenging assignments.</p> <p>You are content in your new role, but want to exceed expectations.</p> <p>You want to become an MVP—a <i>more valued player</i> on your team.</p>
You are in search of a new role.	You are seeking greater challenges, considering a move to another area of our business, or aiming at the next step in your career.

Drafting your plan

After you assess your development needs and get input from your manager, you can begin drafting a development plan.

Use a worksheet

The IDP Worksheet is a tool to help you organize your thoughts into short- (within one year) and longer-term development goals.

Individual Development Planning Worksheet			
<p>Instructions: Use this worksheet to create and organize your short term (within one year) and, if desired, longer term (one to three years) development goals. Work with your manager to validate your goals and further detail the development activities, training, or other experiences that will support your development. Draft your plan, and if needed, leverage your HR Business Partner for support to finalize it.</p>			
Associate Name:		Plan Period:	
Job Title:		Manager Name:	
<p>Short Term Development Goals <i>These are activities to meet the needs of my current position or role within one year. Best practice: one to two short term development goals per year.</i></p>			
Development Goals <small>What specific skills, knowledge, or experiences will be the focus of my development this year?</small>	Development Activities <small>What specific activities will I complete to achieve this development goal (training course, on the job training, etc.?) See the Suggestions for Individual Development document for more ideas.</small>	Outcomes Measurement <small>How will I know I've been successful? How will the development activity or experience impact my role and performance results?</small>	Timing <small>What is my deadline for completing this development activity?</small>
<p>Longer Term Development Focus (optional) <i>These are activities or experiences important for growth in my current position or preparation for a desired future role within one to three years.</i></p>			
Development Focus <small>What specific skills, knowledge, or abilities will be required to support my professional development over the next one to three years?</small>	Development Activities <small>What specific experiences will I need to have to support my longer term professional goals?</small>	Outcomes Measurement <small>How will I know I've been successful? How will these experiences help me reach my professional development goals?</small>	Timing <small>What is my deadline for completing this development activity?</small>
Associate Signature:		Date:	
Manager Signature:		Date:	

Drafting your goals

Just as with the business goals you create at the start of each year, using the SMART acronym as a guide will help you create **s**pecific, **m**easurable, **a**chievable, **r**elevant, and **t**ime-bound development goals. Applying these elements to your goal will help you clarify exactly what will be required for achieving success.

While it may seem like a lot to create SMART goals for your own development, creating specific and measurable goals that have deadlines—and partnering with your manager throughout this process—actually increase your chance of success, and will heighten your own sense of accomplishment once you achieve those goals.

Element	Answers the question...	Guidelines
Specific	What do I need to accomplish?	Include whatever the expected task or responsibility is, explained in as much detail as possible rather than in general terms.
Measurable	How will I know if the goal is accomplished?	Define what success looks like, what should happen as a result of achieving the goal. Consider what it would mean not only to meet the expectation for achievement of this goal, but also what could exceed expectations.
Achievable	Is it possible for me to achieve this goal in the coming year (short-term) or in the next one to three years (long-term)?	A goal should be challenging, but not so difficult that success is unattainable. Define the actions that you need to take to achieve the goal, and ensure they are in alignment with your development needs.
Relevant	Does this goal support my development needs?	Connect your goals to the results of your self-assessment activities.
Time-bound	What is the due date for this goal?	Every goal should have a deliverable date.

CONSULT WITH YOUR MANAGER

Gain insight

Once you have some goals drafted, it's time to discuss them with your manager, who is an important resource to support you in your journey toward accomplishing your professional goals.

Here are some things to keep in mind when beginning a dialogue with your manager about your development:

Have a clear idea of what you want to get out of the meeting before going in.

Bring a draft of your worksheet and any other materials you think are relevant with you to the meeting.

Discuss with your manager what he or she (and others) feel are strengths that you want to sustain and areas of opportunity for development. Your manager may be able to help you uncover gaps in performance that you may not have recognized yourself. We all have them!

Ask questions that help to clarify your areas of opportunity for achieving your development goals:

- What potential outcomes could an investment in this knowledge, skill, or competency generate?
- What would my development mean to the company, and to my career with the company?
- What learning and development activities may be beneficial?
- Ask for support in the form of access to development activities, time for development, and commitment to continuing dialogue as you work toward achieving your development goals.

Complete your plan

After reviewing all the options with your manager, go back to your IDP worksheet and complete the fields in the list below.

- **Development activities.** The specific activities you will complete to achieve the goal (training, shadowing, stretch assignments, job rotation, etc.).
- **Outcomes measurement.** What the outcome of the development should look like (how advancing your skills impacts your performance or your mobility within the company).
- **Timing.** The deadline for completing the activity.

WORKING YOUR PLAN

Take action

Once you've identified the activities you need to complete to achieve your goals, follow through and complete them on schedule.

Human Resources is committed to your development. There are many ways they can assist you. The College of New Jersey offers programs designed to meet your development objectives and educational needs through the delivery of courses facilitated through online self-study, classroom-based, or blended instructional formats, including Lynda.com.

Clear obstacles

Identify possible obstacles that might make it difficult to stick to your plan (workload, family, volunteer work) and formulate strategies to overcome them.

For example, you may commit to completing an online degree from home in the evenings. One potential obstacle may be that your household doesn't settle down until very late at night, leaving you no time to devote to your studies. To overcome this, you may need to get some help with the nightly routine a few nights a week from your partner, your extended family, or a friend.

Enlist support

In addition to the support and counsel of your manager, you may benefit from participating in a mentoring program, working with a coach, joining a study group, or networking with other professionals within the company or on sites like LinkedIn and Twitter. The encouragement and assistance of others can serve to strengthen your own commitment to your plan.

Monitor progress

Review your IDP with your manager on a regular basis to track your progress and make any adjustments necessary.

Individual Development Planning Worksheet

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Short Term Development Goals

These are activities to meet the needs of my current position or role within one year. Best practice: one to two short term development goals per year.

Development Goals <i>What specific skills, knowledge, or experiences will be the focus of my development this year?</i>	Development Activities <i>What specific activities will I complete to achieve this development goal (training course, on the job training, etc.)? See the Suggestions for Individual Development document for more ideas.</i>	Outcomes Measurement <i>How will I know I've been successful? How will the development activity or experience impact my role and performance results?</i>	Timing <i>What is my deadline for completing this development activity?</i>

Longer Term Development Focus (optional)

These are activities or experiences important for growth in my current position or preparation for a desired future role within one to three years.

Development Focus <i>What specific skills, knowledge, or abilities will be required to support my professional development over the next one to three years?</i>	Development Activities <i>What specific experiences will I need to have to support my longer term professional goals?</i>	Outcomes Measurement <i>How will I know I've been successful? How will these experiences help me reach my professional development goals?</i>	Timing <i>What is my deadline for completing this development activity?</i>

Associate Signature:	Date:
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