

INDIVIDUAL DEVELOPMENT PLAN (IDP)

REFERENCES	SECTIONS
<p>Law & Regulation http://leginfo.legislature.ca.gov/faces/codes.xhtml;jsessionid=ec740fb92d7f258cc38ebd5c0c9 http://leginfo.legislature.ca.gov/faces/codes_displayexpandedbranch.xhtml http://leginfo.legislature.ca.gov/faces/codes_displayexpandedbranch.xhtml</p>	<p>GC: 19992-19992.4, GC: 19992.8-19992.14 DPA Rule: 599.795-599.798, 599.979</p>
<p>Memorandum of Understanding (MOU) http://www.calhr.ca.gov/state-hr-professionals/Pages/bargaining-contracts.aspx</p>	<p>Refer to applicable MOU</p>
<p>Responsible Control Agency http://www.calhr.ca.gov/Pages/home.aspx</p>	<p>CalHR</p>
<p>SPB/DPA Policy Memos http://www.calhr.ca.gov/state-hr-professionals/Pages/policy-memos.aspx</p>	<p>PML: 98-040, 94-38, 94-09, 94-02, 93-80</p>
<p>POM: Supervisor’s Employee Working File; (not available – in development) Official Personnel Folder) http://www.documents.dgs.ca.gov/ohr/pom/OPF%20Revise.doc ;</p>	

INDIVIDUAL DEVELOPMENT PLAN (IDP)

Definition/ Explanation Ongoing professional development activities such as the **Individual Development Plan (IDP)** support the DGS Vision “*Excellence in the Business of Government*” by increasing employee competency, productivity, and personal satisfaction.

Supervisors and employees benefit by using the IDP discussions as a means for “checking in” on performance and career development goals. Employees and their supervisors will use the IDP (STD. 637) form to document progress towards those goals.

DGS Supervisors receive Activity Based Management System (ABMS) emails notifying them of their employee’s IDP due dates and a link to the STD. 637 form. (All employees should receive an IDP annually after completing their probationary period.) Supervisors should provide their employees a copy of this POM section and assist them with completing the STD. 637.

Process **Employee’s Role**

Employees will note their goals and the steps for achieving them in the IDP section of the STD. 637. Supervisors should provide tips for meeting goals and encourage employees to check their progress frequently and update their plan annually.

Employees can determine objectives by comparing their duty statement, expectations, previous IDPs, performance appraisals, skills, experience, certification, education and training against the skills, experience, and training necessary to perform effectively.

Consider options for achieving objectives such as:

- Interviewing others in similar jobs
- Asking supervisors/peers for feedback or mentoring
- Formal and on the job training
- Rotating assignments
- Participating in task groups, volunteering to lead teams or projects
- Researching books, videos, professional journals or video/computer based career related materials

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Process
(continued)

- Attending meetings, conferences, seminars, or presentations to gain knowledge
- Making a field visit

Supervisor's Role

Performance Appraisal Summary- Supervisors rate their employee's skills, knowledge, and performance on the factors listed on the STD. 637. Before meeting with the employee, supervisors should:

- Review the duty statement, previous performance appraisal, expectations, notes, emails, and documented discussions for the prior twelve months.
- Rate supervisory or "rank and file" employees accordingly and provide substantiating comments. (Note the comments section if using a separate page.)
- If ratings warrant "Improvement needed", consult with an Office of Human Resources (OHR) Classification and Pay (C&P) analyst.

Discuss the employee's objectives and plan for development, the performance appraisal summary, and supporting documentation. Upon the meeting's conclusion, the supervisor, rater, and employee sign the STD. 637. The supervisor sends the original to the OHR Customer Records Unit for the Official Personnel File (OPF), retains a copy in the supervisor's file, and provides a copy to the employee.

Office of Human Resource's Role

Upon request, C & P analysts review the Performance Appraisal Summary draft to:

- Ensure comments justify ratings by specifying actual performance examples.
- Counsel supervisors on inappropriate ratings and cite inconsistencies. e.g., absences listed differ from the Personnel Accounting Leave (PAL) record.
- Assist supervisors with conducting IDP and Performance Appraisal meetings.

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INDIVIDUAL DEVELOPMENT PLAN (IDP), Continued

- Performance Evaluation Techniques** Fixed opinions are unchangeable; however, fair assessments consider multiple factors before arriving at a conclusion. Supervisors provide fair evaluations by:
- Reviewing performance factors thoroughly.
 - Meeting privately with the employee and allotting sufficient time without interruptions.
 - Discussing work samples, observations, documentation, etc.
 - Encouraging employee participation and soliciting feedback during the review.
 - Considering the employee's capabilities when discussing growth and not expecting agreement on all points.
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Developing Leadership Skills Supervisors develop leadership skills in employees by including some of the following activities in their IDP:

Formal Training

- Send employees to leadership courses before promotional opportunities arise.
- Provide training and activities to develop targeted areas.

Communication

- Assign opportunities for building presentation skills.
- Foster involvement and networking by sending employees to meetings and presentations on challenging cases or issues.
- Cultivate interpersonal, written, and oral communication skills by delegating assignments.

Leadership Positions

- Persuade employees to lead teams, volunteer as an "acting" unit or section lead, and mentor less experienced staff.
 - Designate employees to chair or be a key participant of a committee, representative of the state, DGS, division, section or unit.
 - Encourage employees to lead book or discussion groups relating to leadership, management practices, issues and challenges.
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Developing Leadership Skills
(continued)

Flexibility

- Advocate assisting co-workers with their assignments.
- Encourage creativity when employees face setbacks or change.
- Offer cross training and shadowing opportunities for increasing awareness of the department's programs and activities.
- Look for opportunities for employees to improve group dynamics, conflict management, collaboration, and presentation skills.

Outside Experience

- Encourage employees to pursue leadership opportunities in volunteer organizations.
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Transition Planning

During their career, employees acquire an invaluable amount of knowledge, experience, and "behind-the-scenes know-how". Supervisors can increase unit productivity by including some of the following activities in their employee's IDP:

Institutional Knowledge: Share historical documents, insights or perspectives, political implications, or nuances with other staff in order to retain information in the organization. (e.g., Work performed in the development of a key policy, legislation, or study).

Collegial and Professional Network: Pass along names, phone numbers and email addresses of key contacts.

Mentoring Opportunities: Initiate mentoring among staff by assessing your employee's strengths and weaknesses.

Documented Procedures: Have expert staff write office procedures or instructions for preparing reports.

Training or Workshop: Have employees conduct a training class or workshop to transfer knowledge or skills to other staff. Informal settings such as a brown-bag session are good ways to share information.

Incorporating transition activities into IDPs provides development opportunities, succession planning, and retains institutional knowledge.

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Mentoring Work units can create a collaborative workforce by utilizing experienced staff for helping trainees achieve professional goals. Informal mentoring occurs with coaching, advice, and insight on set reaching goals.

However, a structured approach with a specific plan for achieving goals, and routinely monitoring progress provides greater benefits.

See the Mentoring section of the POM for additional information.

Additional Information Please contact your OHR C & P analyst for additional information regarding IDPs or appraisals.

Attachment [Individual Development Plan \(performance appraisal\) – STD 637](#)
