****

Planning for Development

# PURPOSE:

Ensure CRS staff develop the knowledge, skills and abilities to succeed in their role and to be prepared for future roles with greater scope and scale of responsibilities.

# PROCESS:

At the end of the process, you should have one to two development objectives and a list of activities to support those objectives. Once you have discussed and finalized your plan with your manager, please have your manager sign and approve.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| on strengths, career goals, and what is needed to achieve your career goals in your current position and your future aspirations. | the types of learning activities that will most likely result in successful development. | with manager your development of 1-2 objectives and specific learning activities to help your development in those area(s). Include measurements for success and timelines for completion. | the plan by ensuring that it is reviewed, and approved by manager. Mutually agree to process for follow-up and support. | throughout the year, hold conversations to reflect on progress of development objectives. |

# RESOURCES:

The following pages provide additional guidance to help you with the steps outlined above including how you complete your performance process in CRSLearns and on paper.

Use the guiding questions below to reflect on and identify your development needs.

Thinking ahead, it is important to plan and engage in a meaningful career discussion resulting in a development plan for the year. Here are a few thoughts to help you get started.

|  |
| --- |
| **Use your responses from this sheet to help create your development plan during your conversation with your manager.** |

1. Identify your current strengths

What knowledge, skills, and behaviors have made you successful so far in your career?

1. Define your career goals. These may include opportunities to grow within your current role or stretch beyond your current role

What knowledge, skills and behaviors would make you more effective in your current role?

What are your career aspirations and ambitions?

What capabilities do you need to achieve future career goals?

1. Consider the gap between your current abilities and what is needed to achieve your career goals. What do you need to learn and develop to close your gaps?

What knowledge?

What skills?

What behaviors?

Use the spaces below to create your development objectives and activities. Refer to the sheet [Approaches to Learning and Development](#Approaches) to help generate ideas for possible activities

|  |
| --- |
| Development Objective (title) #1 *(write as a hoped-for outcome)* |
| **Activities/ Initiatives:** Using the spaces below, list below activities that you will do to accomplish your desired outcome (Depending on your objective you may choose one, two or three types of learning activities) |
| **Learning from Experience** *(new opportunities and challenging assignments)* |
| **Learning from Others** *(develop strategic relationships or network; identify coach or mentor)* |
| **Learning from Courses** *(structured courses, workshops, e-learning)* |

|  |
| --- |
| **Development Objective (title) #2** *(write as a hoped-for outcome)* |
| **Activities/ Initiatives:** Using the spaces below, list below activities that you will do to accomplish your desired outcome (Depending on your objective you may choose one, two or three types of learning activities) |
| **Learning from Experience** *(new opportunities and challenging assignments)* |
| **Learning from Others** *(develop strategic relationships or network; identify coach or mentor)* |
| **Learning from Courses** *(structured courses, workshops, e-learning)* |

|  |  |
| --- | --- |
| CRS Staff: |  |

# Print Name Signature Date

|  |  |
| --- | --- |
| Manager: |  |

# Print Name Signature Date

Use the guidance below to help conduct meaningful development discussions

**Staff**: **Managers**:

|  |  |
| --- | --- |
| * Use the guiding questions and your responses to share with your manager the following:   + Strengths   + Short-term and long-term career aspirations   + Areas to develop   + Development objective(s) and planned activities | * Actively listen to staff member as they share about the following:   + Strengths   + Short-term and long-term career aspirations   + Areas to develop   + Development objective(s) and planned activities |
| * Brainstorm with manager on creative ways to complete activities and achieve objective(s) | * Brainstorm with staff member on creative ways to complete activities and achieve objective(s) |
| * Confirm the plan reflect a good mix of types of learning (through experience, others and courses) | * Confirm the plan reflect a good mix of types of learning (through experience, others and courses) |
| * Develop a realistic timeline for completion | * Develop a realistic timeline for completion |
| * Commit to quarterly development conversations | * Commit to quarterly development conversations |
| * Finalize and formalize development objective(s) and activity plan | * Finalize and formalize development objective(s) and activity plan |

|  |
| --- |
| **Suggested Guiding Questions for Managers**  What might success look like?  What responsibilities could you take on that would help you develop those skills? What challenging assignment could you volunteer for?  What other opportunities might help you gain those skills?  Who do you know who has those skills?  Who else could you engage to help you achieve your development goals?  How could you measure success?  How could you demonstrate success?  *\* See* [*Approaches to Learning and Development*](#Approaches) *to help generate ideas for possible activities* |

Use the guidance below to help finalize your development plan

* Make any edits needed to your Development Plan
* Finalize your objectives and activities with your manager
* Have your manager sign and date your Development Plan

If you would like to enter your Development Plan in CRSLearns then follow the steps below

* [Click HERE](https://tools.crs.org/sso/sso_cornerstone.cfm?link=/EPM/DevPlan/User/DevPlanList.aspx?tab_page_id=-16) to access the online form
* Please follow the INSTRUCTIONS FOR CREATING AND UTILIZING YOUR DEVELOPMENT PLAN
* You can copy and paste what you created on the paper form with your manager into CRSLearns

Use the guidance below to help follow up and keep your development plan alive

* Schedule regular meetings with your manager to provide updates on progress / challenges regarding your Development Plan
* Discuss with your manager whether more time or effort is needed and whether further development in the area is needed
* With your manager, confirm (and celebrate!) the successful completion of your development plans

****

Approaches to Learning and Development

Read through the explanations and examples below to help you generate ideas for possible activities

* **Learning though Experience[[1]](#footnote-1)** - **Identify opportunities where you can learn by doing**. This includes real-time experience and developing new skills through practice. Examples can include increased roles and responsibilities, coverage, TDYs, etc. The degree of impact on development and growth is around **70%.**
* **Learning through Others - Identify opportunities to learn from an internal or external expert.** Development occurs through interactions and building relationships and the focus is on finding colleagues who are good at doing what it is you’d like to improve. It can include job shadowing, mentoring or joining a network or group of people respected in the field. The degree of impact on development and growth is around **20%.**
* **Learning through Trainings and Courses- Identify internal or external training opportunities or courses.** The content should focus specifically on the areas you want to develop and can include structured course materials, programs but can also include research or additional reading. The degree of impact on development and growth is around **10%.**

Sample *Development Objectives* with possible learning activities

|  |
| --- |
| **Development Objective (title) #1** *(hoped for outcome)*  **Develop My Partnership Skills** |
| **Learning through Experience (70%)**  I will review an existing partnership and assess how effective it is in working collaboratively and building trusting relationships. I plan to identify key success factors and challenges and will look at the existing partnership agreement (with a focus on the transactional parameters) to see what factors may be affecting the partnership. I will then look for ways to improve the partnership and look for opportunities to implement the recommendations. |
| **Learning from Others (20%)**  I plan to ask around within yammer to determine who is considered an expert in partnership/relationship building. I will also look to interview a strong partner to learn from them. I will make notes on what makes for successful (and unsuccessful) partnerships. I plan to document the insights and ask for feedback from my manager. I may also find ways to share my findings with other colleagues and look to develop skills in this area. |
| **Learning through Courses/ Training (10%)**  I plan to go onto CRSLearns and enroll in a Partnership Principles course. I will take notes and share the highlights with my manager. |

Sample *Development Objectives* with possible learning activities

|  |
| --- |
| **Development Objective (title) #2** *(hoped for outcome)*  **Strengthen my ability to introduce continuous improvement and innovation to my team** |
| **Learning through Experience (70%)**  I will identify a current recurring work flow problem within my team (program) and work with my peers to identify new ideas and processes to address the problem. I also plan to do some personal research on design thinking to see how it can be applied to our problem. For my direct reports I will seek to encourage innovation by creating opportunities for them to present their ideas without fear of criticism. I will in turn practice asking more open-ended questions to help my team refine the problem and the possible solutions. I will also challenge them to defend the solution from an opposing point of view. |
| **Learning from Others (20%)**  I will look for other programs, departments or organizations that might be faced with similar challenges and ask how they are handling it. I plan to identify two or three people know for thinking innovatively and plan to ask them to explain how they approach problem solving. I will then prepare a summary of the key steps and approaches that can be applied to my work and within my team. |
| **Learning through Courses/ Training 10%**  I plan to find some online courses on Design Thinking and also subscribe to a newsletter that highlights design thinking approaches from leaders in the field of creative problem solving. |

1. *Research by the Centre for Creative Leadership suggests that learning and development is best achieved through on-the-job experiences.* [↑](#footnote-ref-1)