Executive Summary
Academic Support Resources
Executive Summary: Using an Individual Development Plan for Employee Development

Employee Engagement Data

In the 2015 Employee Engagement Survey, one ASR's improvement opportunities was to increase the number of employees who felt their manager/supervisor coached them in their development.
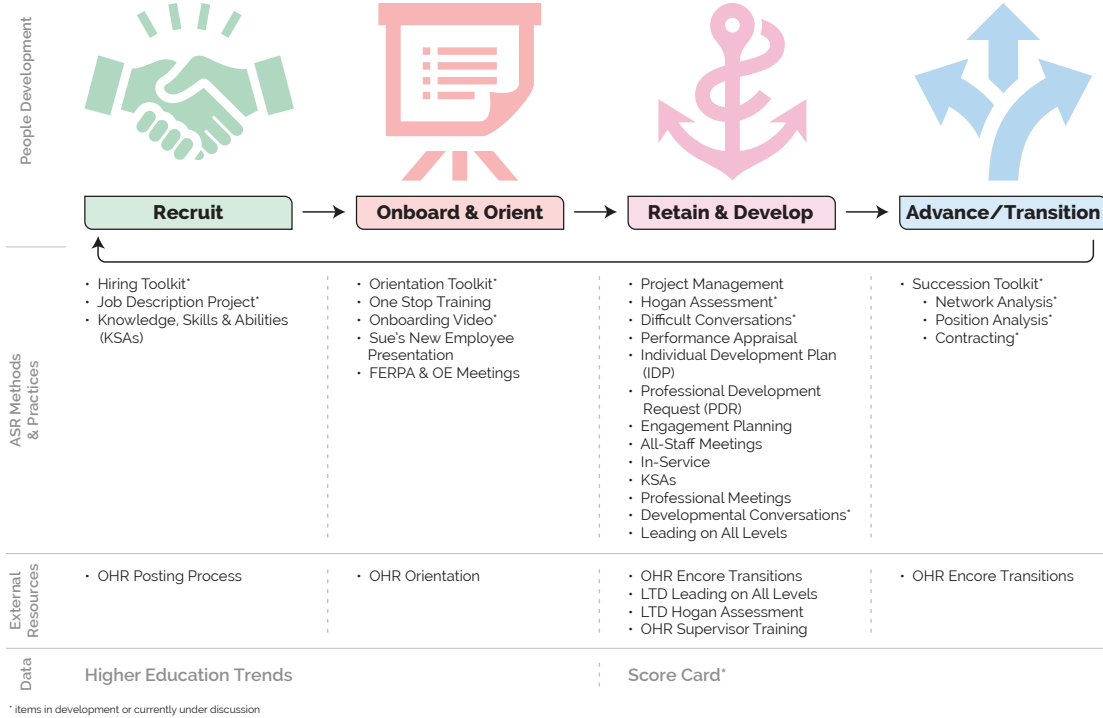
ASR Response

The ASR leadership team selected employee development as an organization-wide focus. We started addressing employee development by redesigning our Individual Development Plan and process, focusing on the high leverage supervisor/employee developmental conversation. The process cycles quarterly and coincides with our annual performance appraisal and mid-year appraisal schedules to ensure the discipline of regular refreshes. Last cycle 93% of employees reported having a developmental conversation with their supervisor.

To support use we use a simple and confidential planning form with resources linked within the document. To signal supervisors on the importance we asked them to revise supervisory expectations to include developing employees. There is additional work on the horizon which we will address in our session.

Materials for the Tools for Supervisors Event

- Individual Development Plan with z-link to resources
- Our People Development Plan
- Our planning cycle for IDP and performance appraisal
- ASR background

ASR People Development Process

	Recruit	Onboard & Orient	Retain & Develop	Advance/Transition
People Development				

ASR Methods & Practices	• Hiring Toolkit*
	• Job Description Project*
	• Knowledge, Skills & Abilities (KSAs)
		• Orientation Toolkit*
		• One Stop Training
		• Onboarding Video*
		• Sue's New Employee Presentation
		• FERPA & OE Meetings
			• Project Management
			• Hogan Assessment*
			• Difficult Conversations*
			• Performance Appraisal
			• Individual Development Plan (IDP)
			• Professional Development Request (PDR)
			• Engagement Planning
			• All-Staff Meetings
			• In-Service
			• KSAs
			• Professional Meetings
			• Developmental Conversations*
			• Leading on All Levels
				• Succession Toolkit*
				  • Network Analysis*
				  • Position Analysis*
				  • Contracting*

External Resources	• OHR Posting Process	• OHR Orientation	• OHR Encore Transitions • LTD Leading on All Levels • LTD Hogan Assessment • OHR Supervisor Training	• OHR Encore Transitions
Data	Higher Education Trends		Score Card*	

* items in development or currently under discussion

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ASR & Student Success

ASR is an organization that makes a positive difference in students' lives.

2 MILLION CONTACTS

$1 BILLION TUITION

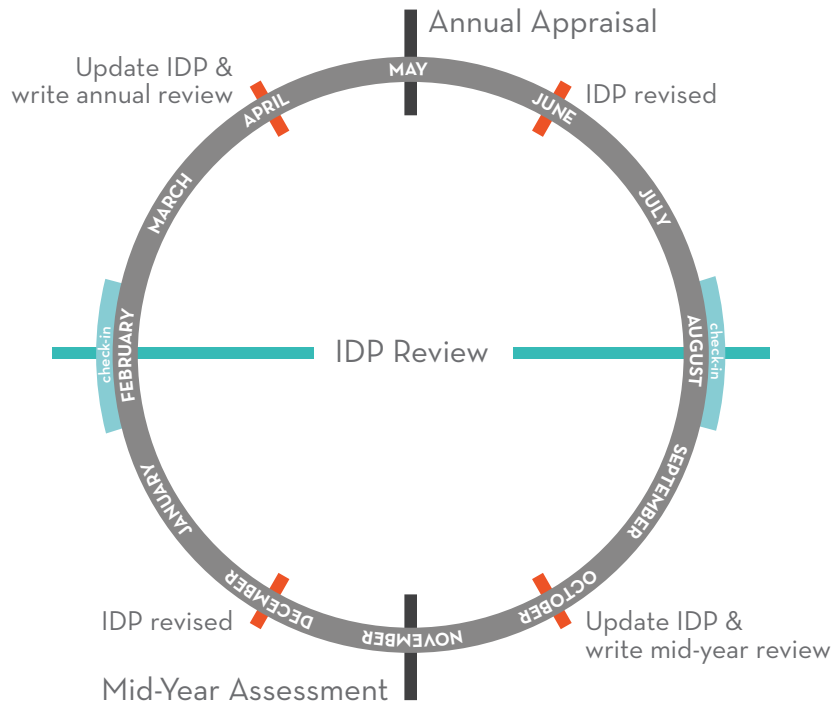**2.2 MILLION STUDENT REGISTRATION TRANSACTIONS**

$1/2 BILLION AID

325 CLASSROOMS

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Development Cycle

Summary of IDP Survey

93% of survey respondents had a developmental conversation with their supervisor.
The supervisor/employee interaction is critical to employee perception of IDP success and usefulness.
Employees' IDP opinions fall into three main categories:
  • "This is helpful and encourages me to think about my development."
  • "I prefer to do this on my own."
  • "I don't see a point in doing this and resent that it is mandatory."

Why this works

• Easy-to-use, accessible IDP form
• Supervisors have been supportive
• Revised supervisor expectations
• Partnership between supervisor and employee is formed

Where do we go from here?

• Support supervisor development skills
• Update the IDP form
• Link to Professional Development Request workflow
• Develop internal development opportunities

• E.g. Job shadowing
• Use available resources from OHR
• Leadership training

Information
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Individual Development Plan

Name: **Last Reviewed:**

Supervisor: **Next Review Date**:

An Individual Development Plan (IDP) identifies an employee's development goals. The IDP documents training, education, and development opportunities that help you acquire or enhance knowledge, skills and abilities.

When the leader/supervisor and employee sign the IDP, it is simply an indication of intention and support for the employee's development. The employee may not always be able to take advantage of developmental opportunities because of budgetary or workload constraints, among other reasons.

Don't know where to start? Then before you begin, please take a moment to review the **Individual Development Planning resource**.

z.umn.edu/ asridpresource

Goal / Competency	Action and Milestones May also include supervisor actions	Status Hold, Not Started, In Progress, Complete	PDR Req'd
Example: Be a better coach	1. Learn best practices by early January 2. Take online course after Action 1 by mid January 3. Look for a peer coach by mid February	In progress	Yes
1.			
2.			
3.			

*Add additional rows as needed