

AGILE BASED COMPETENCY MANAGEMENT

ABC Management

Output 2 / Activity 2

Guidelines: How to build Individual Development Plans (IDP)?

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Introduction



These guidelines explain the responsibilities of both the employee and the supervisor in completing the Individual Development Plan (IDP) and outline a step-by-step process for preparing a IDP.

The IDP is developed by the employee and their supervisor. As the IDP is built, the employee and supervisor will outline development objectives and career goals. The employee and supervisor will also select learning activities for achieving these objectives and goals. The purpose of an IDP is:

- ✿ Firstly, to ensure that the employee maintains the current level of job proficiency through continued training and developmental activities.
- ✿ Secondly, the employee charts a career path by identifying new knowledge, skills and abilities to pursue, as well as learning activities needed to reach the established goals.
- ✿ Thirdly, the IDP will support organization mission and career field needs.

While your agency may not require all employees have IDPs, it is strongly recommended one be prepared.

This guide will help you:

- ✿ Analyse your career goals and objectives.
- ✿ Learn how to make IDPs.
- ✿ Prepare your formal IDP.
- ✿ Analyse the organization's needs for individual development planning.
- ✿ Get ready for the employee-supervisor conference.
- ✿ Find and use resources for individual development planning.

The Individual Development Plan (IDP)



IDPs are individually tailored and describe objectives and activities for the employee's career development. IDPs can be a win/win strategy because they benefit both the employee and the organization. Employees benefit, because implementing an IDP helps them enhance their knowledge, skills, and experiences. Improved competencies help them achieve personal and career goals both inside of and external to the organization. The organization benefits by developing improved employee capabilities, work load planning, and resume needs. Competent employee performance, plus the added bonus of improved moral, and personal job satisfaction can make the organization more effective.

IDPs work by helping an employee and supervisor clarify things that are important to them and plan to achieve them. In the IDP are career objectives, and the knowledge, skills and abilities needed to achieve these objectives, as well as, activities that will provide employees the opportunity to learn and apply the knowledge and skills.

A IDP is a written plan for the benefit of both employee and supervisor. It describes competencies that the employee will apply and enhance and how this development will occur.

This includes the following:

- ✿ Responsibility areas – IDPs describe the areas of responsibility assigned to the employee as stated in his/her position description and the competencies needed to perform the responsibility.
- ✿ Developmental activities – Each responsibility area is accompanied by one or more specific developmental activities that will enable the individual to achieve or practice that competency.

Time line with milestones and date completed – Realistic start dates, end dates, and other major milestones are established for each activity. The date completed should be listed when the employee can document proficiency based on the competency, skill, or ability obtained.

Designing competency-based IDP

The best way to develop a specific IDP is to integrate the competencies and orient all the development actions of the plan to achieve an improvement of knowledge, skills and attitudes.

Competencies allow:

- ✿ Defining and describing the required behaviours to effectively fulfil a job position.
- ✿ Assessing whether objectives are achieved as they are observable and measurable.

- ✿ Completing a self-assessment of current performance and compare it against a set framework, in order to help individuals to identify and prioritise specific areas for improvement.



Therefore when designing a competency-based IDP, it is suggested to think in terms of a specific competency. Following the CIPD's (Chartered Institute of Personnel and Development) Continuing Professional Development (CPD) scheme, it is possible to follow the seven steps below in order to design a development plan:

✿ **Step 1: Identifying**

It is important to understand the starting point from which the candidate is coming from, where he stands at a specific moment. This stage can be covered after taking the CAWC assessment.

✿ **Step 2: Planning**

In this stage, the candidate needs to define where he/she wants to be in future. This includes planning the clear objectives and milestone in order to monitor progress in time.

✿ **Stage 3: Acting**

This is the action stage. The candidate should put in practice what has been planned in the previous stage.

✿ **Stage 4: Reflecting**

The reflection activity should be continuous while putting into practice the plan.

✿ **Stage 5: Applying**

Translating the learning to the workplace is the bottom line of the development plan as this is what shows practically that an improvement has been produced.

✿ **Stage 6: Impacting**

Measuring the overall impact is a must when the candidate wants to increase the learning outcomes for future plans.

✿ **Stage 7: Sharing**

Going beyond a personal and individual stage, an added value can be created by spreading the learning into other communities. This would generate new opportunities of learning for all.

What's in an IDP



The IDP should include all of the developmental assignments, activities, and training courses indicated as a result of the:

- ✿ Training needs analysis.
- ✿ Mandatory or core competencies.
- ✿ Career counselling.

It should include:

- ✿ Any activity that is intended to improve performance at the employee's present position or a target position.
- ✿ The desired time frame for completion of training.

The ABCM Competencies to include in the IDP

If job positions are defined on the basis of competencies (knowledge, skills and attitudes), then any of the IDP needs to be connected with the specific competences related to the job position. Other competences needed for future positions can be identified and included.

The IDP to be developed will be based on the 20 competencies identified by The Agile Based Competences Management (ABCM) and to which the Method of Competence Assessment based on Work Context (CAWC) refers. These are:

- ✿ Resource management
- ✿ Customer orientation
- ✿ Change management
- ✿ Networking
- ✿ Negotiation
- ✿ Communication
- ✿ Motivation
- ✿ Teambuilding
- ✿ Conflict management
- ✿ Delegation
- ✿ Decision making
- ✿ Teamwork
- ✿ Initiative
- ✿ Self-management



- ✿ Responsibility
- ✿ Result orientation
- ✿ Creativity
- ✿ Learning to learn
- ✿ Self-development
- ✿ Cross cultural awareness

Template to design an IDP

Taking into account the CAWC method, the IDP template should consider all the elements that are developed within the method. It is not a general plan but a very specific one related to:

- ✿ A specific competency
- ✿ A specific aspect
- ✿ The specific result produced after taking the assessment
- ✿ The specific comments included in the specific knowledge pill.

The following is a model of an Individual Development Plan that could suite the needs and characteristics of the CAWC method.

Individual Development Plan		Date:
Competence assessed:	Aspect assessed:	
Competence score:	Aspect score:	
Comment for assessed aspect:		
Elements intended to be developed:	Required actions:	
Objectives:	Resources:	
Overall comment on the process and major achievements:		
Agreed with (line manager/ tutor/ self):	Commencement date:	Target end date:

Adapted from cipd

General considerations about the IDP template



The above IDP template is designed to provide all the information that is of interest to the companies and also to the employees and will take into account the following considerations:

- 1 IDP template per aspect will be produced. This means that for each one of competences, there will be 5 templates available.
- Each IDP will include a Score for a specific aspect and the comment of the same aspect.
- The IDP templates will be hosted in the ABCM assessment system.
- All the information that is shown in orange on the template will be provided by the system itself.
- The employee (assesse) will always have the choice to print those templates he is interested in.

Coaching as a process of monitoring progress of IDPs

The bottom line of an IDP is to successfully put in practice all of its components. This only happens if new behaviours are implemented. As coaching is a process that allows continuous action-feedback-based relation between the manager and the employee, it makes it possible to create a deep impact on the daily performance.