Development Action Plans
Coaching for Staff | Online Training
# Table of Contents

**Introduction** .......................................................... 1  
Samples of Completed Development Action Plans .................................. 2  

**Part 1: Overview** .......................................................... 3  
Definition of Development Action Plan ........................................ 4  
Components of the Development Action Plan .................................... 4  
Importance of the Development Action Plan .................................... 4  
JRWs and Development Action Plans ........................................... 5  
The Performance Management Cycle for Penn State ITS-HR ..................... 7  
The Development Action Plan Timeline ......................................... 7  

**Part 2: Creating Development Action Plans** ............................. 8  
Setting Goals ........................................................................ 9  
Samples.................................................................................. 9  
Practice.................................................................................. 10  
Selecting Professional Development Activities ............................... 11  
Samples................................................................................. 11  
Practice.................................................................................. 12  
Determining Performance Measures ............................................. 13  
Samples................................................................................. 13  
Practice.................................................................................. 14  
Finding Resources and Support .................................................. 15  
Samples................................................................................. 15  
Practice.................................................................................. 16  
Setting Target Dates for Expectations ......................................... 17  
Samples................................................................................. 17  
Samples of Completed Development Action Plans ......................... 19  

**Part 4: Summary** .............................................................. 20  
**Appendix A** .................................................................... 23
**INTRODUCTION**

The Development Action Plan is designed to be a tool that you can use to contribute to the organizational goals of your work area, in addition to helping you achieve your individual career goals. This training will provide a comprehensive overview of creating a sample Development Action Plan and offer tips to help you complete your plan.

This workbook is meant to be a resource for you during and after participating in a Development Action Plan online training session with ITS-HR. It will guide you through the process of writing a sample Development Action Plan in collaboration with your supervisor or manager.

At the conclusion of this training, you will be able to:

- Define and describe the importance of the Development Action Plan
- Recognize how the Development Action Plan and JRW work together
- Explain how the Development Action Plan fits into the overall Performance Management Cycle at Penn State
- Develop and revise goals as well as identify appropriate Professional Development Activities
- Determine appropriate Performance Measures in collaboration with your supervisor or manager
- List resources and support needed to accomplish identified goals
- Establish target completion dates for your identified goals

ITS-HR Representatives are available to you during open office hours to assist with any questions you might have while completing your Development Action Plan. Office hours as of February 2012 are as follows:

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Room 223</td>
<td>Room: E19</td>
<td>Room: 23 (Conference)</td>
<td>1st Fl Conference Room</td>
</tr>
<tr>
<td>2nd Wed.: 2 to 4 PM</td>
<td>1st Tues.: 10 AM – 12 PM</td>
<td>2nd Wed.: 8 – 10 AM</td>
<td>1st Thurs.: 3 – 5 PM</td>
</tr>
<tr>
<td>4th Wed.: 8 – 10 AM</td>
<td>3rd Tues.: 10 AM – 12 PM</td>
<td>4th Wed.: 8 – 10 AM</td>
<td>3rd Thurs.: 3 – 5 PM</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Room: 210</td>
<td>Conference Room</td>
<td>Room: 217</td>
</tr>
<tr>
<td>2nd Thurs.: 2 – 4 PM</td>
<td>4th Thurs.: 2 – 4 PM</td>
<td>2nd Thurs.: 9 – 11 AM</td>
</tr>
<tr>
<td>4th Thurs.: 2 – 4 PM</td>
<td></td>
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</tr>
</tbody>
</table>
# Samples of Completed Development Action Plans

## Administrative Support Assistant

<table>
<thead>
<tr>
<th>Goals</th>
<th>Professional Development Activities</th>
<th>Performance Measures</th>
<th>Resources and Support Needed</th>
<th>Target Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand knowledge of Unit and Campus IT projects</td>
<td>(1) Attend monthly Tech Forums; (2) Assist with management of projects in MS Project; (3) Review of Unit service teams and projects</td>
<td>Review Unit Project Management Software and demonstrate knowledge of use at a monthly review meeting.</td>
<td>Calendar time and flexibility</td>
<td>March 2012</td>
</tr>
</tbody>
</table>

## Systems Administrator

<table>
<thead>
<tr>
<th>Goals</th>
<th>Professional Development Activities</th>
<th>Performance Measures</th>
<th>Resources and Support Needed</th>
<th>Target Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Become very proficient with Perl</td>
<td>Read books, work with coworkers, time permitting, potentially attend a Learning Tree class</td>
<td>Utilize proper techniques to produce effective and efficient code to reduce systems operating time and time spent in the duties of my job and my work unit.</td>
<td>Learning Tree Class – potential multi-day onsite training (would make the training more affordable – approx. $1500; no travel costs)</td>
<td>Continually throughout the year (by December 2012)</td>
</tr>
</tbody>
</table>

## Programmer/Analyst

<table>
<thead>
<tr>
<th>Goals</th>
<th>Professional Development Activities</th>
<th>Performance Measures</th>
<th>Resources and Support Needed</th>
<th>Target Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist stakeholders and staff in understanding service level agreements.</td>
<td>(1) PyCon 2011; (2) Lunch &amp; Learn customer satisfaction sessions</td>
<td>(1) 90% positive partner response on service follow-up surveys; (2) Compile documentation for frequently asked questions and issues</td>
<td>(1) Conference cost estimated to be $1,500; (2) Staff support to attend Lunch &amp; Learn sessions.</td>
<td>(1) Conference takes place in May 2012; (2) Lunch &amp; Learn sessions will be monthly during 2012.</td>
</tr>
</tbody>
</table>
PART 1: OVERVIEW

Topics Covered

• Definition of Development Action Plan
• Components of the Development Action Plan
• Importance of the Development Action Plan
• JRWs and Development Action Plans
• The Performance Management Cycle for Penn State ITS-HR
• Development Action Plan Timeline
Part 1: Overview

**Definition of Development Action Plan**

The Development Action Plan (DAP) is a systematic plan for focusing employee growth during the next year. It focuses on areas that you want to develop in order to grow in your job or to advance your career.

**Components of the Development Action Plan**

The Development Action Plan is made up of the following:

- Goals
- Professional Development Activities
- Performance Expectations (Measures)
- Resources and Support Needed
- Target Dates

**Importance of the Development Action Plan**

The Development Action Plan serves as a guide for the growth of the individual as well as for the growth of the organization.

"Motivation is a fire from within. If someone else tries to light that fire under you, chances are it will burn very briefly."

-Stephen R. Covey-
Part 1: Overview

**JRWs and Development Action Plans**

<table>
<thead>
<tr>
<th>JRWs</th>
<th>Development Action Plans (DAP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duties &amp; corresponding tasks currently assigned to the employee</td>
<td>Improvements that need to be made</td>
</tr>
<tr>
<td></td>
<td>I.E. These could be potentially related to a competency</td>
</tr>
<tr>
<td></td>
<td>Skills that will be needed</td>
</tr>
<tr>
<td></td>
<td>Could be for future activities or as preparation for an anticipated future role</td>
</tr>
<tr>
<td></td>
<td>Tasks not currently assigned</td>
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<tr>
<td></td>
<td>I.E. These tasks might require additional skills before they can be done.</td>
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</tbody>
</table>

**Items could move from the DAP to the JRW if they become assigned duties or tasks.**
## Part 1: Overview

**The Performance Management Cycle for Penn State ITS-HR**

<table>
<thead>
<tr>
<th>Step 1: Planning</th>
<th>Step 2: Feedback</th>
<th>Step 3: Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Define Responsibilities</td>
<td>• Document discuss observed behavior</td>
<td>• Document performance outcomes</td>
</tr>
<tr>
<td>• Set Performance Objectives</td>
<td>• Discuss results to date</td>
<td>• Discuss past year’s performance</td>
</tr>
<tr>
<td>• Review expected outcomes</td>
<td>• Review and refine objectives</td>
<td>o Set groundwork for next year</td>
</tr>
<tr>
<td>• Set development goals</td>
<td>• Remove barriers to achievement</td>
<td>o Potential objectives</td>
</tr>
<tr>
<td>• Establish resources as needed</td>
<td></td>
<td>• Development opportunities</td>
</tr>
<tr>
<td>• Identify supports &amp; barriers</td>
<td></td>
<td>• Determine ratings</td>
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</tbody>
</table>

### The Development Action Plan Timeline

<table>
<thead>
<tr>
<th>Planning</th>
<th>Feedback</th>
<th>Assessment</th>
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<tbody>
<tr>
<td><strong>Manager</strong></td>
<td></td>
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<tr>
<td>May</td>
<td>June</td>
<td>July</td>
</tr>
<tr>
<td>• Review JRW to identify assignments for this performance year</td>
<td>• Confirm completion of Development Action Plan</td>
<td>• General salary increase, when applicable</td>
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<tr>
<td><strong>Employee</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>June</td>
<td>July</td>
</tr>
<tr>
<td>• Review JRW to identify assignments for this performance year</td>
<td>• Complete (with Supervisor) Development Action Plan</td>
<td>• General salary increase, when applicable</td>
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Development Action Plans: Coaching for Staff
PART 2: CREATING DEVELOPMENT ACTION PLANS

Topics Covered

- Setting Goals
- Selecting Professional Development Activities
- Determining Performance Expectations
- Finding Resources and Support
- Setting Target Dates for Expectations
Part 2:
Creating Development Action Plans

Setting Goals
A goal is a one-sentence statement that describes a specific capability that you would like to acquire or improve. It describes a task that you will learn to perform.

To identify your goals, you should ask yourself:

What do I want to be able to do?

Remember that goals should be S.M.A.R.T!

Each identified goal should be:

- **Specific**: Think about the six “W” questions (Who, What, Where, When, Which, and Why).
- **Measurable**: Establish specific criteria for measuring progress.
- **Attainable**: Think about ways to make this goal come true.
- **Realistic**: Are you willing and able to do this?
- **Timely**: Without a time frame, there’s no sense of urgency.

Samples

**Administrative Support Assistant**
- Expand knowledge of Unit and Campus IT projects

**Systems Administrator**
- Become very proficient with Perl

**Programmer/Analyst**
- Assist stakeholders and staff in understanding service level agreements

Staff Tips...
- What skills do you need for your current position that you don’t already have?
- What future assignments might you receive that are outside of the scope of your current job?
- What skills do you need for positions you might like to consider for the future?
Part 2:
Creating Development Action Plans

Setting Goals

Practice

Step #1: Now it’s your turn! Three sample
Goals are listed below. Using the “Staff Tips”
listed on page 8, please revise these goals into
better goals. Remember to think “S.M.A.R.T.”!

Original Goal #1: Actively participate in
meetings

Revised Goal #1: ______________________

_____________________________________

_____________________________________

_____________________________________

Original Goal #2: Develop eLearning skills

Revised Goal #2: ______________________

_____________________________________

_____________________________________

_____________________________________

Original Goal #3: Learn Database skills

Revised Goal #3: ______________________

_____________________________________

_____________________________________

_____________________________________

Potential Manager Questions
Your manager or supervisor might ask
the following about your goals…

- Does this goal address an
  improvement that needs to be
  made?
- Will achieving this goal result
  in the staff member gaining
  additional skills that will be
  needed?
Part 2:

Creating Development Action Plans

Selecting Professional Development Activities

Professional development activities should support the achievement of the goals that you have defined. Activities can include:

- Learning through doing such as:
  - On-the-job assignments and Special project assignments

- Educational resources
  - Classroom training,
    eLearning, and Professional certifications

- Learning from others
  - Mentors, Coaching, and Networking (i.e. Toastmasters)

To identify activities, you should ask yourself:

What experiences would help me accomplish my goal?

Samples

Administrative Support Assistant
- (1) Attend monthly Tech Forums; (2) Assist with management of projects in MS Project; (3) Review of Unit service teams and projects

Systems Administrator
- Read books, work with coworkers, and, time permitting, potentially attend a Learning Tree class

Programmer/Analyst
- (1) PyCon 2011; (2) Lunch & Learn customer satisfaction sessions

*Please see Appendix A for suggested Professional Development Activities*
Potential Manager Questions

Your manager or supervisor might ask the following about your Professional Development Activities:

- Are the activities specific?
- Do the activities directly address the performance measures?
- Are the activities practical and realistic in terms of both time and resource requirements?

Part 2:
Creating Development Action Plans

Selecting Professional Development Activities

Practice

Step #1: Now it’s your turn! Three sample Professional Development Activities are listed below that correspond with the Goals shared on page 9. Using the “Staff Tips” listed on page 10, please revise these Professional Development Activities to align with your revised goals. Remember to ask yourself “What experiences would help me accomplish my goal?”

Original Activity #1: N/A

Revised Activity #1:

Original Activity #2: Read books

Revised Activity #2:

Original Activity #3: Attend training

Revised Activity #3:
Part 2:
Creating Development Action Plans

Determining Performance Measures
Performance measures indicate how you will be held accountable for achieving your goals. In general, achievement of a goal can be measured by the actual completion or demonstration of the capability described in the goal.

To identify Performance Measures, you should ask yourself:

What evidence demonstrates that I have accomplished my goal?

Samples

Administrative Support Assistant
• Review Unit Project Management Software and demonstrate knowledge of use at a monthly review meeting.

Systems Administrator
• Utilize proper techniques to produce effective and efficient code to reduce systems operating time and time spent in the duties of my job and my work unit.

Programmer/Analyst
• (1) 90% positive partner response on service follow-up surveys; (2) Compile documentation for frequently asked questions and issues

Staff Tips...
To determine Performance Measures, ask yourself questions like:
• How much?
• How many?
• How will I know when it is accomplished?
Potential Manager Questions
Your manager or supervisor might ask the following about your Performance Measures...

- Is it clear and specific?
- Is it measurable or observable?
- Is it cost effective?

___

Part 2:
Creating Development Action Plans

Determining Performance Measures

Practice

Step #1: Now it’s your turn! Three sample Performance Measures are listed below that correspond with the Goals shared on page 9. Using the “Staff Tips” listed on page 12, please revise these Performance Measures to align with your revised goals. Remember to ask yourself “What evidence demonstrates that I have accomplished my goal?”

Original Measure #1: Attend meetings over the next year

Revised Measure #1:


Original Measure #2: Work with unit on eLearning projects

Revised Measure #2:


Original Measure #3: Acquisition and application of new skills

Revised Measure #3:


---
Part 2:

Creating Development Action Plans

Finding Resources and Support

Resources and support may be needed to accomplish your goal. In this component of the Development Action Plan, you will identify the resources and support needed from your work unit or supervisor to complete the Professional Development activities you have previously identified.

To identify resources and support, ask yourself:

What resources and support do I need to complete my identified activities?

Samples

Administrative Support Assistant
- Calendar time and flexibility

Systems Administrator
- Learning Tree Class – potential onsite multi-day training (would make the training more affordable – approx. $1500; no travel costs)

Programmer/Analyst
- (1) Conference cost estimated to be $1,500; (2) Staff support to attend Lunch & Learn sessions.
Potential Manager Questions

Your manager or supervisor might ask the following about your identified needs for resources and support...

- Are the requested resources and/or support realistic?
- Are the requested resources and/or support consistent with available opportunities?

Finding Resources and Support

Practice

Step #1: Now it’s your turn! Three samples of potential Resources and Support are listed below that correspond with the Goals shared on page 9. Using the “Staff Tips” listed on page 14, please revise the potential Resources and Support to align with your revised goals. Remember to ask yourself “What resources and support do I need to complete my identified activities?”

Original Resources and Support #1: N/A

Revised Resources and Support #1:

________________________________________

________________________________________

Original Resources and Support #2: N/A

Revised Resources and Support #2:

________________________________________

________________________________________

Original Resources and Support #3: Time to learn skill

Revised Resources and Support #3:

________________________________________

________________________________________
Part 2:
Creating Development Action Plans

Setting Target Dates for Expectations
The last step for you, when creating your Development Action Plan, is to set target dates for when you will accomplish your identified goals.

To identify target dates, you should ask yourself:

When will I be able to complete all the development activities and demonstrate the identified goal?

Samples

Administrative Support Assistant
• March 2012

Systems Administrator
• Continually throughout the year (by December 2012)

Programmer/Analyst
• (1) Conference takes place in May 2012; (2) Lunch & Learn sessions will be monthly during 2012.
Part 2:
Creating Development Action Plans

**Samples of Completed Development Action Plans**

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<th>Systems Administrator</th>
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Part 4: Summary

You have now completed the Development Action and Career Planning workbook!

To recap, in this training you were

• Provided with background about Development Action Plans that:
  o described Development Action Plans and why they are important
  o illustrated how the Development Action Plan and JRW work together
  o explained how the Development Action Plan fits into the overall Performance Management Cycle at Penn State

You then had the opportunity to step through the process of writing a sample Development Action Plan.

Using sample goals, you:

• revised the provided goals and corresponding Performance Measures
• identified appropriate Professional Development Activities that could help accomplish these revised identified goals
• identified resources and support that would be necessary for accomplishment of the revised goals
• considered target dates for expectations, keeping in mind whether or not the dates would be realistic and if they would be consistent with available opportunities

We hope that this training has been helpful to you! If you have any additional questions about Development Action Plans, please contact Susan Morse by calling 865-0851 or by emailing snm4@psu.edu.

"The tragedy in life doesn't lie in not reaching your goal. The tragedy lies in having no goal to reach."
-Benjamin Mays-
## APPENDIX A

<table>
<thead>
<tr>
<th>Formal Activities</th>
<th>Informal Activities</th>
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</thead>
<tbody>
<tr>
<td>• University undergraduate and graduate courses</td>
<td>• Increase your expertise in a particular area by requesting a specific task assignment</td>
</tr>
<tr>
<td>• Seminars offered by the Human Resource Development Center (HRDC)</td>
<td>• Assume different responsibilities in your position</td>
</tr>
<tr>
<td>• Workshops, symposia, and conferences.</td>
<td>• Involve yourself in planning, decision-making, and problem-solving activities in your work unit</td>
</tr>
<tr>
<td>• Teleconferences</td>
<td>• Launch initiatives that exceed the minimum requirements of your job</td>
</tr>
<tr>
<td>• Self-study courses on video or audiotape</td>
<td>• Complete special one-person projects</td>
</tr>
<tr>
<td>• Tutorials on computer software</td>
<td>• Adopt innovative approaches to routine tasks and show cost-effectiveness</td>
</tr>
<tr>
<td>• Self-directed programmed learning texts</td>
<td>• Seek diverse tasks both within and outside of your work unit</td>
</tr>
<tr>
<td></td>
<td>• Pursue committee and task force assignments</td>
</tr>
<tr>
<td></td>
<td>• Assume responsibility for completing action items and resolving issues.</td>
</tr>
<tr>
<td></td>
<td>• Seek temporary fill-in assignments</td>
</tr>
<tr>
<td></td>
<td>• Participate in job rotation / exchange assignments</td>
</tr>
<tr>
<td></td>
<td>• Complete cross-training for other positions</td>
</tr>
<tr>
<td></td>
<td>• Provide support to other workers during “peak times”</td>
</tr>
</tbody>
</table>