Total Performance for Employees

DEVELOPMENT PLANNING

GUIDE FOR EMPLOYEES

KAISER PERMANENTE®

Publication Version:

April 2010, v7.0 FINAL

Contents

Introduction

Development planning is an integral part of the Total Performance program. All employees are encouraged to create and follow Individual Development Plans (IDPs) to promote and build skills and behaviors needed for performance success in their current roles and careers at Kaiser Permanente.

Purpose of the Guide

The Development Planning Guide for Employees provides step-by-step instructions and guidance to create, maintain, and follow IDPs throughout the work year. Instructions include step-by-step job aids and screenshots for creating the IDP in the Total Performance tool.

How the Guide is Organized

The Development Planning Guide for Employees describes the IDP—what it is and why it is an important tool to Kaiser Permanente. The focus of the Guide is the sequence of steps employees can follow for the IDP process and within the Total Performance tool. For your convenience, copies of various IDP worksheets and tools that can be used during the process are displayed in appendices and are always available from the Development Planning page of the MyHR web portal.

In addition, the Guide's appendices provide answers to several frequently asked questions (FAQs) that employees may find helpful.

IDP Overview

The Individual Development Plan (IDP) is part of Kaiser Permanente's ongoing commitment to recognizing, coaching, and investing in its employees' current and future development needs. IDPs are a key component of Kaiser Permanente's Total Performance program, which is devoted to improving organizational and individual performance.

The IDP supports employees who focus on their current skills, experiences and abilities for development and who wish to develop attributes needed for future career plans and objectives.

What is an Individual Development Plan (IDP)?

The IDP is a roadmap for professional and personal development that promotes skills and behaviors needed for success in a current role and can prepare an employee for career interests.

Total Performance IDPs are employee-driven, and with new online tools and resources, Kaiser Permanente employees can easily create their own plans for development. Employees should consult with their managers to identify the behaviors, skills, technical knowledge, and experiences which are critical to their current role and the business unit's strategic priorities.

NOTE:
The IDP offers a structured method for helping employees develop skills and capabilities. The IDP is not a performance improvement plan, nor is it a work plan or a performance document to be rated by the manager during the mid-year or year-end performance reviews. The IDP plays no part in an employee's performance rating.

The Benefits of IDPs

Benefits to Employees	Benefits to Managers
Enhanced awareness of capabilities	Assigned accountability for development
Ability to target behavior and skill building toward current & future job success	Builds employee engagement and career potential
Improved performance and job satisfaction	Ensures alignment and expectations in a focused way with employees
Increased marketability as a results of improved performance	Builds relationships with employees
Assigned accountability for development	
Builds career potential	

Work Performance and IDPs

Performance management provides an excellent opportunity to identify developmental needs. By thoughtfully planning and monitoring work—through setting performance goals, establishing metrics by which goal success will be measured, and identifying critical behaviors—deficiencies in performance become clear and can be addressed. Areas for improving good performance also stand out, and action can be taken to help successful employees sustain their performance and contribute with greater impact.

Creating or updating an individual development plan typically happens after the objective setting process to ensure that objectives and employee development are in alignment. This strategy provides the best opportunity for employees to understand what development can help them meet their performance objectives and behavioral expectations or to prepare for a job to which the employee aspires.

The IDP Process

The flowchart below illustrates the complete IDP process (including the option of manager involvement), from getting started through working toward achievement, to assessing final results.

Individual Development Plan (IDP) Process Flow

	Getting Started			Putting Goals into Action	Assessing IDP Results

Manager

Start

Introduce the IDP concept, describe the benefits, and explain the IDP Roadmap.

Answer any questions and refer employees to the *IDP Guide for Employees*.

Discuss development plans and help identify experience, exposure, and education opportunities for the employee.

Review the employee's IDP in the Total Performance Tool*

Review IDP progress toward stated goals.

Provide new or "stretch" development opportunities, as needed.

Offer support to keep the employee motivated and on track.

Review accomplishments and lessons learned with the employee, and help the employee prepare for the next year's IDP.

End

Employee

Conduct a self-assessment to identify your performance strengths and weaknesses.

Use the *IDP Worksheet* to create a rough IDP for yourself.

Discuss your self-assessment and rough IDP with your manager.

Review and complete your rough IDP.

Then, enter your IDP online in the Total Performance Tool*, which automatically notifies your manager.

Begin working to achieve your IDP goals.

Send IDP progress reports to your manager (at least quarterly).

When your IDP deadlines are reached, review the final results to see what you have achieved and discuss your achievements with your manager.

Three Phases in Developing Total Performance IDPs

Phase 1: Getting Started

Initially, complete your self-assessment and draft your IDP. A copy of the IDP Self-Assessment Form is presented in Appendix B of this document and can be downloaded from the MyHR Portal page for Development Planning. The draft IDP can either be created in an IDP template document (Appendix B) or entered directly to the Total Performance tool where it can viewed directly by both the employee and the manager at any time.

Your manager as a resource: Consider asking your manager to review and discuss your "IDP rough draft." If you meet with your manager to review the IDP draft, walk through what you have proposed.

Explore any differences in perception between you and your manager with respect to areas you have targeted for development. (Your manager may be able to help to identify any perceived performance gaps and opportunities.)

Discuss your development plans as they relate to your current job and to your future career aspirations.

Ask your manager to suggest on-the-job and external development resources to assist you with your planned development efforts.

The 70-20-10 Rule for IDPs

You may want to consider development activities that align with the "70-20-10 Rule" for IDPs. That is, the IDP activities reflect a mix of experience (70%), exposure (20%), and education (10%) to meet your development goals.

In this case, you would look to your manager to offer informal learning opportunities as actual work experience to achieve desired development goals. Activities associated with exposure (learning through others) and education (learning through classroom or other formal instruction) would play secondary roles to experiential, on-the-job learning.

Experience (70%) Learning on the Job	Exposure (20%) Learning through Others	Education (10%) Formal Training
1. Communities of Practice	1. 360 Degree Feedback	1. Participating in Internal/External Programs
2. New Functional Experience	2. Feedback	2. Attending a Professional Conference
3. Medical Group experience	3. Mentoring	
4. Significant Change in Job Responsibilities	4. Coaching	3. E-learning Courses
5. Stretch Assignments	5. External Presentations	4. Selected Readings, Articles, Books and Podcasts
6. Job Rotation	6. Visibility Opportunity	5. Formal University Courses or Degree Programs
7. Lead a Process Improvement Project	7. Shadowing a Manager/Executive	6. Conducting Research
8. Lead an After-Action Review on a Major Project or Assignment	8. Professional Organization	
9. Short Term Assignment	9. Peer Networking	
10. Action Learning Project and Cohort Programs (with blend of all 3Es)	10. Presentation to Leaders	

Samples of 3E Development Activities for Individual Development Plans

Once you have reflected on your draft IDP, revise your IDP so that it reflects the goals you want to focus on and then enter and submit your development goals to the "Manage Development Goals" phase in the Total Performance tool.

Your manager will then receive an e-mail notification that your IDP has been submitted for the coming year. (Your manager can view your IDP in the online Total Performance Tool but cannot edit or change it.)

Phase 2: Putting Your Goals into Action

Now work begins to achieve your development goals. Schedule any critical meetings and conversations needed to achieve your IDP goals. Practice any targeted new behaviors. Solicit feedback from others. Apply insights from courses to leverage what you've learned. Follow through on intentions to meet those individuals who can broaden your view. Your IDP will get you as far as your actions.

Through the year, you should be actively monitoring your progress: making note of achievements, obstacles, new developments, and other relevant events. As you reach a goal, you may wish to add a new one in its place to continue your focus on development.

It's recommended to meet with your manager on a regular basis, at least once each quarter, to provide an update on your progress toward achieving your IDP goals.

When you reflect on your developmental progress during the year, and if you meet with your manager for IDP updates, consider these questions:
- Is there anything holding you back from achieving your IDP goals?
- Is there anything that your manager can do to help you meet your goals?
- Is there additional training, experience, or support that you think would be helpful to achieve your development goals?

You may choose to seek out a peer or trusted colleague to get feedback on work behaviors you may wish to build or change, using the IDP Speedback Feedback form. You can also offer to give others feedback using the same form. (A copy of the IDP Speedback Feedback form is included in Appendix A.)

Phase 3: Assessing Your Results

As the IDP milestone dates are reached, review the final results to see whether your goals have been achieved. If you have been tracking your efforts, there should be no surprises at this time. Be sure to recognize your accomplishments and reflect on lessons learned, as well as identifying any goals that were not achieved.

Your manager can serve as a resource to review your IDP progress and explore opportunities around new goals or goals to be carried over to the coming year.

IDP Resources

A variety of resources are available to help Kaiser Permanente employees prepare IDPs. The following resources and tools are referenced in this Guide and are contained in Appendix B:

- Self-Assessment process prior to preparing your IDP
- Instructions for Completing Your IDP
- IDP Goal Template (Total Performance IDP Goal Template)
- IDP Speedback Feedback Form (Coach or "Spotter" Feedback Tool)

Appendix A: Frequently Asked Questions (FAQs)

Some common IDP questions and answers.

Is an IDP mandatory?

No, this is not a required process. It is employee-directed and manager-supported. Employees who have an IDP have a roadmap for development progress and can prepare for future career aspirations, but no employee is required to have an IDP as part of Total Performance. (Leadership of some employee groups in regions and national functions may require employees to create and follow IDPs.)

When should I begin preparing an IDP?

It's common to prepare your IDP shortly after you have set your performance goals, since you are looking to the year ahead for development opportunities.

How many goals can I have for my IDP?

Generally, it is best to have no more than three IDP goals at any given time. Having more will dilute your focus. If this is your first experience completing an IDP, you may want to start with two goals to get a better sense of the time and effort required for each. As you reach each of your goals, you can add new ones during the course of the year.

How often should I consult with my manager about my IDP?

Generally speaking, reviewing your IDP progress on a quarterly basis works well. That way your manager can keep abreast of your progress and be a sounding board for any challenges you encounter. If you have questions that need to be answered right away or you would like feedback on an urgent issue, you may contact your manager anytime. IDP coaching can be done face-to-face or via an exchange e-mails, whichever is most convenient.

Do I need permission to modify or change my development goals?

No, you can change your development goals as needed. Just keep your manager informed if you have elected to involve your manager in your IDP efforts. Depending upon the nature of the changes, it may be worthwhile to talk again with your manager to refine any changes. Quarterly status update meetings are also a good time to review any modifications.

I'm interested in moving up in the organization. How does the IDP support my career aspirations?

Your IDP can have a current and/or a future focus. The current focus reflects development goals around skills, competencies, and behaviors that help you improve your contribution in the role you now have. An IDP with a future focus should reflect your longer-term goals, focusing on competencies, skills, and behaviors that help you incrementally build capacity toward your aspired career goals.

Will Kaiser Permanente reimburse me for classes I take to achieve my development goals?

When it comes to helping employees improve their skills, Kaiser Permanente believes that internal training (instructor-led and online courses) is generally more cost-effective than outside training classes. However, you should also be aware that research has shown that formal classes may not be the most useful approach to development.

Instead of using only formal training and classes to meet development goals, Kaiser Permanente has begun to rely more on the 70-20-10 rule:
- 70 percent of employee development consists of actual on-the-job learning experiences
- 20 percent depends on exposure and feedback, and
- 10 percent involves education.

A blend of these approaches is best, with on-the-job, informal learning and stretch experiences having the greatest impact on one's development. If you still feel that external classes are needed, discuss the issue with your manager before you enroll.

Appendix B: IDP Worksheets and Tools

Self-Assessment Process prior to preparing Your IDP

There are several components of this self assessment* to help you identify areas to target for your development. Additional sources to draw from as you complete your self assessment below include:

- Your recent performance appraisal
- Any feedback you may have received from indirect/matrix managers or peers
- Other sources of formal and informal feedback
- Conversations with your manager
- Your own self awareness or inner knowing

Which dimension invites your development?	Note what opportunities come to mind:
Knowledge (What do I need to know or learn?) e.g., A new HealthConnect suite	
Experience (What have I never tried before that I need to experience or gain proficiency) e.g., Chairing a cross-functional task force	
Behaviors or Skills (What do I not do well enough that awareness, practice and/or training would address?) See full list of KP Core Behaviors below or competency libraries for your business area	
Personal attributes (Who am I? What characteristics get in the way of my being effective?) e.g., Feedback that I am argumentative when others don't agree with me.	

*Source: DDI Success Profile, William Byham, Development Dimensions International

Place an X below the column marked "+" by those core behaviors that represent **known strengths** for you.

Place an X below the column marked "Δ" by those core behaviors that represent **development opportunities** for you.

You can perform a similar exercise against competencies that are critical for your business area

+	Δ	KP CORE BEHAVIOR** ASSESSMENT
		Focuses on the Customer*:* Demonstrates a service orientation. Builds commitment and trust with our patients, members, customers, regulators, communities, and colleagues by anticipating and fulfilling their diverse needs.
		Collaborates: Actively supports individual and team efforts by encouraging, influencing and engaging others with different backgrounds, experiences, and points of view. Accomplishes shared goals by establishing effective working partnerships, participating in joint decision-making (when appropriate), and working through conflict.
		Takes Accountability: Takes personal ownership for commitments and performance, including specific deliverables & timeframes; consistently delivers as promised, with integrity.
		Drives for Results: Makes effective decisions and takes action in a timely manner. Seeks out and utilizes appropriate information and resources to achieve the right outcomes. Resolves barriers and obstacles that impede progress. Monitors progress and acts to ensure success, in an ethical manner**.**
		Communicates Effectively: Seeks to understand. Asks others for input and feedback, including those with different backgrounds, experiences, and points of view. Actively listens and ensures that people are heard and can raise concerns. Clearly and courageously expresses ideas. Adjusts communication style for different audiences. Keeps others appropriately informed of goals and objectives.
		Champions Innovation and Change: Embraces and generates better and innovative ways to improve performance aligned to a shared purpose. Courageously and ethically takes appropriate risks. Commits to sustained, effective change.
		Develops Self & Others: Builds skills and capabilities to enhance performance. Seeks and applies feedback. Shares knowledge, feedback and contributes to the learning of others.

Answering these additional questions may help you select your 1-3 development goals:

What behaviors or competencies are critical to achieving my performance goals?

What will have the greatest impact?

Where can I stretch myself in new ways?

Where do I feel especially challenged, knowing its impacting my effectiveness?

If I want to prepare for a different role, what knowledge, experience or competency is critical?

Instructions for Completing Your IDP

GETTING STARTED:

Carefully review your IDP Self-Assessment results. Select the critical 2-3 strengths and 2-3 development opportunities

From these strengths and development opportunities, select 1-3 for which you will create development goals in your IDP following the instructions below.

The remaining opportunities should be "wait-listed" to pull out and apply if you successfully complete your initial goals. These remaining opportunities may also serve as a starting point for consideration in the next year's IDP.

1. Goal Title: Provide a short description of your goal. It helps to give a context.   A behavior like Communicates Effectively becomes robust by adding a defined target arena: (e.g., Communicate Effectively with the senior WCH team) General goals dilute your focus.

2. Activities and Support Required: These are defined activities or action steps you will take to achieve your development goal. You should have a range of specified activities, from 3–7, for each development goal. These need to be specific (including behaviors), measurable, achievable, relevant and time-bounded (SMART).

Examples include: A new behavior to practice until it becomes comfortable; projects or special assignments; reading assignments, classes or training programs and a plan for how you will apply what you learn.

Select activities that will stretch your knowledge, skills and abilities. Consider these three levels of activities:
1. Exposure: gaining familiarity
2. Experience: hands-on experience, knowing how it's done
3. Expertise: achieving mastery, becoming expert at a skill or function or competency

What support will you need to be successful with each development activity (including support from a specific individual, a book or training class, time, coaching, staff, budget, back fill, etc.)?

Consider the following examples:
- Involve others—peers, informal mentors and/or colleagues as thought partners

- Ask for feedback from those who regularly observe you, such as direct reports, teammates, etc.
- Designate "spotters" who can give immediate feedback on something you are practicing
- Seek your manager's support for help with your goals, stretch assignments, training or exposure
- Select books or courses that expand your thinking or offer concrete actions to apply to your work

3. Desired Outcome/Success Measures: These define how you will measure success, commonly for each activity. These need to be measurable, observable and drawn from several sources. In many cases, these measures will relate to you specifically.

<u>Core questions to consider</u>: What will success look like? How will I know I've accomplished this goal? What will I be doing differently? How will I be perceived differently? What will be different about my team?" Who will provide feedback that I have improved in this competency, skill or area of expertise?

<u>Core measurements include</u>: Formal and informal feedback from others; Successful completion of a project or new skills or improvement of a competency; Hard data measures are relevant only from successful application over time (such as, increased scores that are sustained over six months)

4. Completion Date: Identify your target completion date for each activity. By entering the month or day you plan to complete the goal, you hold yourself accountable. These targets can be entered into your calendar as guideposts. Make these a stretch but not impossible. Fuzzy deadlines, (such as "by the end of the year"), invite procrastination. Be sure your deadlines have date notations.

Additional Tips

If you want traction with your IDP, integrate your development actions into your daily work life:

- With whom or what relationship will I practice this skill, and when? What behavior will I be practicing?
- What meeting venue will I select to work on this new approach and when?
- Where can I practice shifting from (example: irritated to calm) over the next two weeks?
- Who will I select to be my "spotter" so I can get immediate feedback?
- What is one step I can take each day? How can I remind myself to do it?
- How will I celebrate my progress?

To change from habituated ways of behaving (auto-pilot) to new, more empowered behaviors requires focus, hard work and patience. Studies show that it takes from 7—21 attempts at a new behavior before it becomes the start of a new habit. Keep that in mind so you are realistic about when you'll achieve these goals.

Keep the number of development goals to 2–3 at any given time as more than that may overload you and dilute your focus. As you make progress in reaching a goal, update your IDP with those successes and share the outcomes with your manager. Then, replace the goal or area you have mastered with a new goal by going through the goal setting steps so you continue to build on your development.

IDP Goal Template

This reduced version, below, shows the IDP goal templates developed for Total Performance. MyHR users will find this template in the Total Performance Tool (while non-MyHR users will use a Word™ document with templates like the ones below to create their IDPs).

Complete the following fields for each of your IDP goals:

Development in CURRENT ROLE	
Goal Title:	A short description to identify the goal, it cannot exceed 60 characters.
Activities and Support Required:	Detail the experiences, exposure, education, or other development activities that you will engage in & individuals who can help you achieve your goal. (For example, you might set up 3 coaching sessions with a mentor or read a book on the topic and define the actions you'll take as a result.)
Desired Outcome:	Describe the results you expect to gain from achieving your goal. What will success look like?
Due Date:	The date by which you expect the goal to be accomplished

Development in CURRENT ROLE	
Goal Title:	
Activities and Support Required:	
Desired Outcome:	
Due Date:	

Development for FUTURE CAREER GROWTH	
Goal Title:	
Activities and Support Required:	
Desired Outcome:	
Due Date:	

IDP Speedback Feedback Form

INSTRUCTIONS: This form is designed for you to document feedback from your observations as a coach or spotter out in the field. The evaluation should take no more than 5 minutes to complete. It's not intended to replace genuine dialogue or rich conversations with your coachee, but more as a tool to capture your thoughts in an expeditious manner when time does not allow for more detail.

DATE OF OBSERVATION:	PERSON OBSERVED (CLIENT/COACHEE NAME):		
WHAT WAS THE PURPOSE OF THE OBSERVATION? (e.g. coachee asked me to provide feedback on the leadership competency of Influence. Specifically, how and when he gains and loses influence in meetings)			
NAME 3 POSITIVE ASPECTS OF THE OBSERVATION:			
1			
2			
3			
NAME 3 AREAS FOR GROWTH OR OPPORTUNITY:			
1			
2			
3			
DO YOU RECOMMEND FURTHER SUPPORT AND OBSERVATION FOR THIS PERSON? ☐ YES ☐ NO			
WHY OR WHY NOT?			
YOUR NAME:	TITLE:	PHONE:	TODAY'S DATE:

Appendix C: Job Aid for Creating and Managing IDPs in the Total Performance Tool

The IDP Process in the Total Performance Tool

The IDP process consists of a preparation ("Getting Started") phase and the following three main phases in the Tool:

- **Set Development Goals:** You conduct a self-assessment and prepare an IDP, and then discuss these IDP development goals with your manager.
- **Manage Development Goals:** You ask your manager for support and advice while working to achieve the IDP goals and tracking your progress towards achieving the development goals throughout the year.
- **Assessing Development Results:** At the end of the IDP process, you and your manager discuss what has been accomplished and the lessons learned. This evaluation of the prior year's results should serve as the basis for documenting the next year's Individual Development Plan.

Add, edit, and delete developmental goals

You begin by opening your Individual Development Plan.

1. Click the document manager's name for the development plan.

Performance Documents

Sue Smith

Listed below are your performance documents. To filter this list, enter a Document Type, Earliest End Date and/or Author Type in the "Search Criteria" box, then click on the "Refresh" button. You can view any completed prior period documents, or update any "in-progress" documents you may have. To access a particular author's section of a document, click on the document's "Author" hyperlink.

Note that your documents are indicated by Author Type of "Employee", with your name listed as the Author.

Search Criteria

| Document Type: | | Refresh |
| Earliest End Date: | | Reset |

Your Documents

Begin Date	End Date	Document Type	Document Status	Document Manager	Manager	Employee Job Title
01/01/2010	12/31/2010	Development Plan	Set Development Goals	Smith,Pam A	Smith,Pam A	SUP NSG SUB-SP CARE
01/01/2010	12/31/2010	Performance Review	Set Expectations	Smith,Pam A	Smith,Pam A	SUP NSG SUB-SP CARE

The Individual Development Plan is displayed.

2. Click the **Expand All Sections** link.

Individual Development Plan

Sue Smith

The Individual Development Plan (IDP) demonstrates Kaiser Permanente's ongoing commitment to recognizing, coaching, and investing in its employees. Each employee initiates and implements a personal plan for professional development that is self-driven to improve performance in his/her current job and to further career goals.

In the "Set Development Goals" stage, the IDP process is initiated by the employee by assessing his/her own competencies and skills and drafting a development plan that meets their own goals. The employee's manager will provide ongoing coaching and support including, but not limited to, discussions about the employee's current role and career aspirations.

Performance Document

Document Type:	Development Plan	Document Status:	Set Development Goals
Manager:	Smith,Pam A	Employee ID:	00166323
Begin Date:	01/01/2010	Department:	Clinic Administration
End Date:	12/31/2010	Job Title:	SUP NSG SUB-SP CARE
Time in Position:	16 years 5 months		

Expand All Sections   Collapse All Sections

▷ Development in Current Role

▷ Development for Future Career

Save for Later   Development Goals Set

There are two sections for the IDP:

■ Development in Current Role

■ Development for Future Career

3. Click the **Add/Edit/Delete Development Goals** link in the Development in Current Role section.

The Add/Edit/Delete Development in Current Role page is displayed.

4. Click **OK** to continue.

5. Click the **Add Development Goals** button.

Individual Development Plan

Sue Smith

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Expand All Sections   Collapse All Sections

▼ Development in Current Role

Add/Edit/Delete Development Goals   Development Plan Support Materials

▼ Development for Future Career

Add Development Goals for Future Career   Development Plan Support Materials

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Individual Development Plan

Add/Edit/Delete Development Goals for Current Role

Sue Smith

Development in Current Role

Add Development Goals

Return to Individual Development Plan

The Add Development Goals for Current Role page is displayed.

6.   Complete the following fields:

Goal Title	A short description of the goal, it cannot exceed 60 characters.
Activities and Support Required	Describe the activities you will perform to achieve the development goal. The "70-20-10 rule" may be applicable here, as you may want to consider development plans that reflect a mix of experience (70%), exposure (20%), and education (10%). In this case, you would look to your manager to offer informal learning opportunities (actual work experience) to achieve desired development goals. Activities associated with exposure (learning about new ideas or tools) and education (learning through classroom instruction) would play secondary roles to experiential, on-the-job learning. Describe what support you need from your manager or others to achieve the development goal.
Desired Outcome	Describe what desired result achieving your development goal will have. This should be a specific business related outcome, either for your current role or for future career growth.
Due Date	The date by which you expect the goal to be accomplished.

7.   Click **Save**.

The system confirms the saved goal.

8.   Click **OK**.

Individual Development Plan
Save Confirmation
✔   The Save was successful.
OK

The goal is listed.

Once a goal has been added, you can edit or delete it.

To delete a goal, click the **Delete** button.

To edit a goal, follow these steps:

1.   Click the **Edit** button.

2.   Make any changes necessary to the fields.

3.   Click the **Save** button.

The confirmation page is displayed.

4.   Click **OK** to confirm.

Individual Development Plan
Add/Edit/Delete Development Goals for Current Role
Sue Smith
Development in Current Role
Increase ability to recognize the contributions of my team   Edit   Delete
Add Development Goals
Return to Individual Development Plan

Submit developmental goals

Once you have entered your development goals on your Individual Development Plan, you submit them for your manager's review and feedback.

You submit your goals from the Individual Development Plan page.

1. Expand all sections of the page, and scroll to the bottom of the Development in Current Role section to see the Development Goals Set button.

2. Click the **Development Goals Set** button.

3. Click **OK** on the confirmation page.

Individual Development Plan

Sue Smith

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Time in Position: 16 years 6 months	

Expand All Sections   Collapse All Sections

▼ Development in Current Role

Add/Edit/Delete Development Goals   Development Plan Support Materials

▼ Increase ability to recognize the contributions of my team

1) Schedule at least 1 recognition event every 6 months and make specific acknowledgments of accomplishments with some type of symbolic reward

- I receive feedback from my team that they feel supported and appreciated
- Leaders around me give feedback re: boost in morale
- My team looks forward to and helps plan the 6 month recognition event

Due Date: 12/31/2010

Employee Input

Comments:

▼ Development for Future Career

Add Development Goals for Future Career   Development Plan Support Materials

Save for Later   Development Goals Set

Return to Performance Document Selection

Go To: MyHR Self-Service Employee Home
            Performance Management Home
            Printable Performance Document

The document status shows **Manage Development Goals.**

Your manager can review your plan and provide support and advice while you work to achieve your goals.

Performance Documents

Sue Smith

Listed below are your performance documents. To filter this list, enter a Document Type, Earliest End Date and/or Author Type in the "Search Criteria" box, then click on the "Refresh" button.
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Search Criteria

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Your Documents

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01/01/2010	12/31/2010	Performance Review	Set Expectations	Smith,Pam A	Smith,Pam A	SUP NSG SUB-SP CARE

Manage your development goals

If you created an Individual Development Plan (IDP) at the beginning of the year, you can track progress against the development goals you set in Total Performance. You can ask your manager for support and advice while working to achieve your goals and tracking your progress throughout the year.

Remember that you are responsible for managing your IDP. Individual development goals are separate and different from performance goals and do not contribute to your year-end performance rating.

Add comments to the IDP

1. Use the *Select the Performance Review Document* instructions in the Introduction section of this guide to begin.

2. In the Document Manager column, click the link showing your manager's name for the Development Plan document.

Performance Documents

Sue Smith

Listed below are your performance documents. To filter this list, enter a Document Type in the "Search Criteria" box, then click on the "Refresh" button.
You can view any completed prior period documents, or update any "in-progress" documents you may have. To access a particular author's section of a document, click on the document's "Manager" hyperlink.

Note that your documents are indicated by Manager Type of "Employee", with your name listed as the Manager.

Search Criteria

| Document Type: | | Refresh |
| | | Reset |

Your Documents

Begin Date	End Date	Document Type	Document Status	Document Manager	Manager	Employee Job Title
01/01/2010	12/31/2010	Development Plan	Manage Development Goals	Smith,Pam A	Smith,Pam A	SUP NSG SUB-SP CARE
01/01/2010	12/31/2010	Performance Review	Ongoing Feedback	Smith,Pam A	Smith,Pam A	SUP NSG SUB-SP CARE

3. Expand either section of the document, or click the **Expand All Sections** link.

Individual Development Plan

Sue Smith

The Individual Development Plan (IDP) demonstrates Kaiser Permanente's ongoing commitment to recognizing, coaching, and investing in its employees. Each employee initiates and implements a personal plan for professional development that is self-driven to improve performance in his/her current job and to further career goals.

In the "Manage Development Goals" phase, development goals have already been finalized by the employee for the performance year, and the employee tracks their progress towards completion within the IDP. The employee's manager continues to provide ongoing coaching and support, discussing what has been accomplished and lessons learned.

Performance Document

Document Type:	Development Plan	**Document Status:**	Manage Development Goals
Manager:	Smith,Pam A	**Employee ID:**	00166323
Begin Date:	01/01/2010	**Department:**	Clinic Administration
End Date:	12/31/2010	**Job Title:**	SUP NSG SUB-SP CARE
Time in Position:	16 years 5 months		

Expand All Sections   Collapse All Sections

▷ **Development in Current Role**

▷ **Development for Future Career**

Save for Later   Printable Form

4. Enter information describing your progress-to-date for each development goal.

Note: You can use the **spell check** button, which looks like a book with a checkmark on it, to check your spelling in the Comments field.

5. When you have finished entering comments for each development goal for which you have an update, click the **Save for Later** button.

▽ **Development in Current Role**

Add/Edit/Delete Development Goals for Current Role   Guidance Document

▽ **Increase ability to recognize the contributions of my team**

Activities and Support Required:	1) Read Encouraging the Heart and select three ideas I can apply with my team 2) On a daily basis, catch someone doing something right and give immediate feedback 3) Plan a 6 month recognition event for my team
Desired Outcome:	- I now use four specific reward and recognition techniques as a daily part of my life - I receive feedback from my team that they feel supported and appreciated - Leaders around me give feedback re: boost in morale - My team looks forward to and helps plan the 6 month recognition event
Due Date:	12/31/2010

Employee Input

Comments:

✔

⬚ Development for Future Career

Save for Later   Printable Form

6. The document will be saved and available for you to enter further comments at a later date.

*A confirmation page
is displayed.*

7.   Click **OK**.

Note that you may
repeat these steps
many times as you
achieve progress
throughout the year.

Appendix D: Additional Development Resources

Consider using the "70-20-10 Rule" when you plan how you will achieve your IDP goals. Using this rule, you would rely primarily on work experiences (70%) to improve your skills through on-the-job experiences, special assignments, and rotations. You might also benefit through exposure (20%) to feedback, new ideas and tools, learning from a mentor, or expanding your network. Finally, you could benefit from education (10%), such as Kaiser Permanente classes, formal training, e-learning, books, or conferences.

Consider the following on-the-job and external development resources to achieve your development goals:

1. Develop in your job. This is the first place you should look for development opportunities.

2. Develop outside of your job. Consider joining a professional and/or technical organization. Community groups and civic organizations also offer leadership and presentation opportunities.

3. Read relevant books, articles, pamphlets, and even book summaries. Stay up-to-date by reading. Find out what you need to know and get the information you need.

4. Observe carefully how others perform and use the skills you want. Watch carefully how successful people act and speak. What are they doing, saying, and paying attention to above all else?

5. Consult with friends, supervisors, associates, a spouse, or others—anyone who can provide opportunities for discussion, offer advice, or lend support. You can learn a lot through informal interactions with others.

6. Model yourself after others who use desired skills successfully. Take notes when observing others who are successful, and then use your observations as models for your own behavior.

7. Shadow behaviors or skills with the help of a coach or mentor. This is a commonly-used technique that works in many professions. Practice by identifying a skill or behavior needing improvement or enhancement;

then practice that behavior in the actual work situation or away from work.

8. Soliciting feedback greatly enhances the benefits of practice. Keep a journal or idea bank where you can record your insights on self-development and skills development. Use this information as a touchstone/reminder for future reference.

9. Participate in courses of study.