



SAMPLE - Career Development Plan

Step 1: Background Information

Use this section to capture your status in your current role and your future career goals. This will form the foundation for setting your development goals.

Name: John Smith	Current Position: Senior HR Consultant	Date started: July 2002
Performance Summary (refer to your Performance Management forms and summarize)		
<p>Overall, successfully accomplishing performance and leadership competency targets for current role, with an average rating of 4 for both. Received overall performance evaluation rating of 4 for 2004-05.</p> <p>Performance targets:</p> <ol style="list-style-type: none">1. Provide human resource consulting services and support for client department served by CSU (rating of 3)2. Provide support for implementation of departmental HR strategy activities (rating of 4)3. Lead/participate in departmental HR programs and initiatives as part of a team (rating of 5)4. Manage staff of three HR Consultants (rating of 4) <p>Leadership Competency targets:</p> <p>Decisiveness (level C, rating 4); Strategic Orientation (level D, rating 3); Development of People (level D, rating 4); Team Leadership (level D, rating 4); Achievement Orientation (level D, rating 4); Self-Confidence/Courage of Convictions (level C, rating 3); Impact and Influence (level C, rating 3); Relationship Building (level D, rating 4)</p>		
Career Goal(s):		
<p>My short term career goal is to take on a project manager role in larger, higher profile projects. Eventually, I would like to move into Director level role</p>		
Areas of Strength (Knowledge, skills, and competencies)	Areas for Development	
<p>Based on feedback from others and my own self-knowledge, I think my general strengths are my excellent technical expertise and project management abilities. My strongest leadership competencies are decisiveness and strategic orientation. I am able to 'see the big picture' and keep operational programs/projects within my team moving forward and aligned with the strategic direction of my department.</p>	<p>To achieve my short-term (and long-term) career goals, I need to gain further experience and expertise in the area of budget management. I currently have very limited budget management experience. If I want to be able to move up the management track, I will need to be able to manage a budget effectively. Based on my performance management review, feedback I have received, and my career goals I also think I need development in the 'Impact and Influence' leadership competency.</p>	

Planning For Your Development Goals

Use this section to capture your development goal(s), steps to achieve that goal(s), time frames, potential obstacles and solutions, and how to tell when you've succeeded.

Step 2: Development Goals	Step 3: Action Steps	Date:	Step 4: Obstacles & Solutions	Step 5: Evaluation
<p>When in a group situation, be able to present my ideas and opinions in a manner that impresses and influences others (Impact and Influence, level C). Behaviours that would exemplify my success: adapt my presentations and discussions to appeal to the interest and level of others; anticipate the effect of an action or other detail on people's image of me; take well-thought-out dramatic or unusual actions in order to have a specific impact; and anticipate and prepare for others' reactions.</p>	Read book 'Getting to Yes: Negotiating Agreement Without Giving In'	April/06	<i>Obstacle:</i> funding and time <i>Solution:</i> ensure manager's support	- Successfully finish book by March 2006
	Observe other experienced colleagues conduct presentations (Ms. 'J' and Mr. 'K')	May/06	<i>Obstacle:</i> time <i>Solution:</i> book schedule	- Observe at least 2 presentations
	Meet regularly with mentor, Ms. 'X', for coaching regarding impact and influence competency. Ask her for feedback after three meetings she attends where I am presenting information to others (senior team meeting/divisional meeting)	Apr-Mar/07	<i>Obstacle:</i> mentor not committed <i>Solution:</i> ensure support up front	- Receive positive feedback from Ms. X on at least 2 presentations
	Ask colleague, Mr. 'Y', my co-chair on ABC committee, to provide me with feedback after committee meetings where I act as Chair.	Apr-Mar/07	<i>Obstacle:</i> Mr. Y's time <i>Solution:</i> book extra 15 minutes after meeting in advance	- Receive positive feedback from Mr. Y on at least 2 meetings
	Keep a learning log of situations where I attempt to persuade someone to take a specific course of action	Apr-Mar/07	<i>Obstacle:</i> time <i>Solution:</i> set aside time in my calendar	- Complete 12 entries in learning log
	Practice influencing skills during at least three major presentations (i.e. divisional presentation, HR Forum presentation, Deputy Minister Forum presentation). Get feedback from my co-presenter, Ms. 'Z'. Also, video tape presentations to be able to self-critique.	Sept 8/06 Sept 20/06 Oct 5/06	<i>Obstacle:</i> presentations get cancelled <i>Solution:</i> find other opportunities to present	- Receive positive feedback from Ms. Z on at least 2 presentations
	Join Department 'X' to take the lead on presenting a new initiative to the media and general public. Be contact person for the department and general public.	Sept-Dec/06	<i>Obstacle:</i> operational demands <i>Solution:</i> have my ADM and Ex. Dir in Department X sign off on details regarding work assignment.	- Receive a rating of at least 3 on Impact & Influence competency, level D from Ex. Director.

Step 2: Development Goals	Step 3: Action Steps	Date:	Step 4: Obstacles & Solutions	Step 5: Evaluation
Develop budget management skills necessary to administer an operational budget	Meet with Financial Analyst, Ms. J to review current financial reporting processes.	April/06	<i>Obstacle:</i> Ms. J's time <i>Solution:</i> book meetings in advance with Ms. J and ensure support	Participate in at least two one hour meetings with Ms. J.
	Review division's finance reports for previous fiscal year	May/06	<i>Obstacle:</i> access to the information <i>Solution:</i> obtain authority from Exec Dir	Create one page summary report on 2005-06 division budget
	<u>Lead the forecasting exercises for division.</u> Major activities listed below:			
	- Review finance reports with Director, Mr. G	Sept/06	<i>Obstacle:</i> Mr. G's time <i>Solution:</i> book meetings in advance with Mr. G and ensure support	Receive rating of at least 3 on this performance target in my 2006-07 performance appraisal.
	- Break down budget into work units so HR unit can be managed separately	Oct 1/06		
	- Review and recommend approval /denial for HR operational expenditures	Oct 30/06		- Complete final quarterly forecasts, with HR Unit managed separately
	- Draft quarterly forecast	Quarterly		- Approve expenditures when in an acting for the Executive Director
	- Determine budget pressures and propose revisions to forecast	Quarterly		
	- Manage expenditure approval authority when in an acting for the Executive Director	As needed Sept-Mar/07	<i>Obstacle:</i> Need to be granted acting expenditure approval <i>Solution:</i> Obtain authority from Exec Dir	
	<u>Manage the program budget for my department for the HR Strategy.</u> Major activities listed below:			
	- Work with Finance Director, Ms. P to develop a proposed action plan to integrate HR Strategy budget into department budget planning process	Sept/06	<i>Obstacle:</i> Ms. P's time <i>Solution:</i> book meetings in advance with Ms. P and ensure support	Receive rating of at least 3 on this performance target in my 2006-07 performance appraisal.
	- Present plan to department's Executive Management team for approval	Oct 20/06		- Create and implement HR Strategy program budget
	- Implement plan for managing program budget	Nov-Mar/07		

Sign-off

Please review your career Development Plan at your semi-annual and annual performance review meeting.

Employee Signature:

Date:

Manager Signature:

Date: