

Employee Guide- Development Planning

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Employee Guide Development Planning

Introduction

The purpose of this guide is to support in identifying a plan to achieve your career and development goals. You can use this guide in conjunction with completing the 'Development' modules in Culture Amp to help you arrive at a meaningful development plan and prepare for a development conversation with you leader.

This guide contains the following sections:

1. Establish your career vision
2. Pinpoint your career development goals
3. Build your plan
4. Prepare for your development planning conversation

1. Establish your career vision

1.1 Explore your current strengths and what is important

Just as the Endeavour Foundation Group (Endeavour Foundation) started with beliefs/values and a vision before developing strategic objectives, it is also considered good practice for individuals to identify their personal career drivers and a career vision prior to developing career goals. This guide will support a reflective process to identify career goals and a plan to achieve them. The flow from values to a career plan is visually represented below.



The first step in determining your career vision is to know your strengths and drivers (what you care about). To help with this, complete the 'Know Yourself' module in Culture Amp.

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Step 1. Know yourself

20 minutes

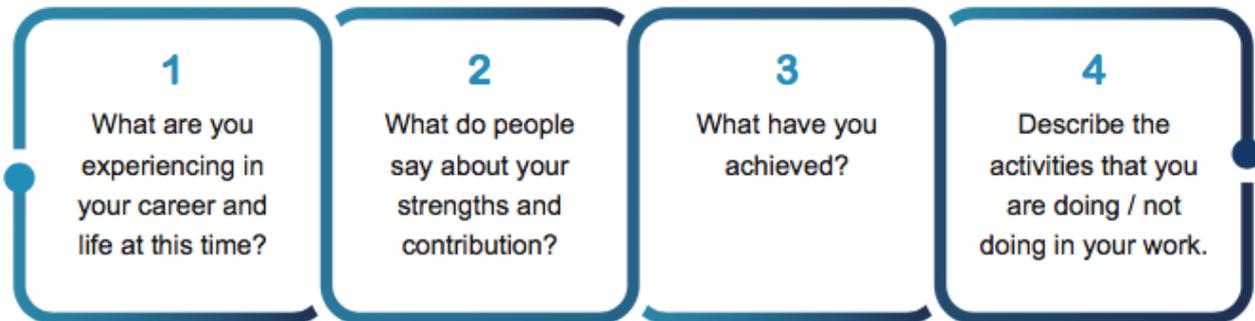
Reflect on your strengths and what you care about.
Consider your long term work and career aspirations.
Use these to help decide on the objective of your plan.

1.2 Explore your career vision

Individuals can set their vision or intention for where they would like to be in the long term, just as organisations do. A long-term vision will help to guide your short-term career decisions, and the development plan of activities to get there.

Take a moment to imagine your life in the long-term future. **Insert the year here:** _____.

You feel satisfied with your career and life because you have the things that are most important to you (your career drivers). You have achieved your version of career success. Reflect on the following questions.



2 Pinpoint your career development goals

2.1 Set your development goals

Your career development goals should spell out what you will accomplish and what will be different in your career within a certain time. Your goals should be unique to you and reflect your career drivers and career vision.

Set SMART goals. These are goals that have specific, measurable, achievable, realistic and time-bound targets to help you fulfil your career vision. You may find it helpful to start long-term, and work backwards from there, ensuring each step takes you in the right direction.

What are your short-term (12-18 months) and long-term career goals (up to 5 years)?

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2.2 Find synergy between your career goals and Endeavour Foundation’s needs

Given your knowledge of the Endeavour Foundation, how do your career goals align with what is needed now and in the future?
Do your career goals need any adjustments to align with the organisation’s needs?

3. Build your plan

3.1 Identify your areas for development

When you complete the “Build your plan” module in Culture Amp, you’ll be able to identify any gaps between your current state and desired future state.



Step 2. Build your plan

20 minutes

Determine the skills and behaviors you need to work on to achieve your objective. Focus on one growth area at a time to set goals and actions.

Work through the questions below from your own point of view.

1

What development gaps do you need to address to achieve your career goals?

2

What extra skills, experience or knowledge will you proactively gain?

3

What strengths will you continue to build on?

4

When do you need to have addressed these gaps by, in order to achieve your career goals?

Because many of us have ‘blind spots’ about our areas for development, seeking input from others is a critical step. Where possible, seek feedback from your manager about your areas for development during the career conversation.

3.2 Identify development activities

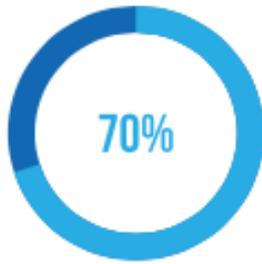
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It's now time to 'get tactical' and identify the development activities that will address any development gaps. During your conversation with your manager, they can review your proposed activities and collaborate with you to identify and support appropriate career development activities.

The 70/20/10 Model for Learning and Development is a commonly used formula within the training profession to describe the optimal sources of learning. It holds that individuals obtain 70% of their knowledge from job-related experiences, 20% from interactions with others, and 10% from formal education events.



from tough jobs



from other people (mostly their boss)



from formal courses and reading



70% from tough jobs

Most of what we learn occurs through our experiences. Common 70% based development activities include:

- New experiences in the workplace
- Applying new learning in real situations
- Solving problems, special assignments
- Project reviews, reading guides and manuals
- New work within role, increased span of control
- Exposure to other departments and roles
- Stretch assignments, community activities

Sample 70% development activities	Competency
Present a proposal or set of recommendations with demonstrated ROI	Influencing
Present financial information including insights into financial indicators to senior stakeholders	Financial Acumen
Act up in a temporary capacity within a different division	Adaptability
Lead a cross-functional project	Collaboration



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Lead a review of a divisional service that is under-performing and propose improvements	Quality
Lead a group of stakeholders through a significant business change	Change Management



20% from other people

We also learn a significant amount through and with others. Common 20% development activities include:

- Mentoring, reverse mentoring
- Coaching, informal feedback
- Internal and external networks
- Teamwork, professional associations
- Group-based action learning



10% from other people

Formal learning is important, but we don't learn everything this way. Common development activities include:

- Structured programs
- Activity-based toolboxes
- Seminars & masterclasses
- Professional development
- Business schools
- eLearning modules & courses

3.3 Determining meaningful development activities

To help you identify meaningful development activities for your development plan, think about and answer the questions below.

- During the last 6-12 months, what are the key areas you developed in? Which development activities were most effective?
- What do you need to keep doing, start doing or stop doing to move towards your goals?
- **On-the-job:** What activities will help you to work towards your goals? What experiential challenges and activities can you do in the work environment?
- **Learning through others:** Who do you need to seek support from to help you keep on track?
- **Formal learning:** What resources might help? For example, articles, books, videos, podcasts, and apps that are relevant to the skill you want to want to build.

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Below are some examples of how people at Endeavour Foundation have developed in their role.

Get a mentor to understand how to move forward in your career. Ask your network for advice and support when you want to make a career change.
Grant, corporate specialist

Take whatever development opportunities you can and try hard to do a good job when you get there. You must be willing to be uncomfortable and experience stretch. When you go into a new role be interested and observant. A lot of the stuff I've learned is by experimenting, asking other people and learning from them.
Aaron, corporate specialist

Collect experiences along the way – nothing goes to waste. My career has naturally progressed, and I now call upon the experience from every single role I have ever had. Take every development opportunity that you can – both formal education and on the job opportunities. Learning never stops for anyone.
Karen, corporate roles

I was able to take a brief from the leader or employee about a scenario, carry out research and synthesise what was important, and then get back to the employee or leader with the three main points they needed to know to solve the problem.
My development in the role was supported by having a buddy who was an experienced Specialist. We went on site visits together where we completed health checks and advised on improvements. This experience helped to deepen expertise in 'what good looks like'.
Claire, NDIS specialist

Start demonstrating leadership skills by mentoring others and suggesting solutions for problems – don't wait to have a title.
Rowena, senior leader

I practised doing the paperwork and took it to the Site Manager for feedback. I have a good manager who is very supportive and always makes time for my questions.
Jessica, employment coach



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4. Prepare for your development planning conversation

Here are some tips for having a conversation with your manager about your development.

- Prepare in advance of the meeting to get the most out of it. Your manager should support you, so think about what you want to ask of them.
- You own your career conversations. Proactively schedule conversations with your manager and follow up on development activities you discussed.
- Explain your career aspirations and the roles and responsibilities you are interested in.
- Discuss your strengths and how they support your career aspirations.
- Walk your manager through the type of work you enjoy and don't enjoy doing. Talk to them about the types of projects or activities you might want to be involved in more frequently as part of your development.
- Ask your manager about the skills you should focus on to achieve your development goals and which experiences or development opportunities will help you achieve your goals.

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