



# Employee Development Lifecycle

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**Management Goals:**

- Build and maintain a high-performing workforce.
- Provide quality services to customers in a timely and efficient manner.
- Contribute to an organization's goals.

**Employee Goals:**

- Contribute to the achievement of the performance plan/business goals.
- Attain and maximize job growth opportunities.
- Build skills and experiences.
- Feel challenged and motivated to increase performance and provide quality work.



**Guiding Principles to Balancing Management and Employee Goals:**

- Provide employees the opportunities to pursue development opportunities that meet business needs as well as build individually identified skills and knowledge.
- Define and provide training based on specific skills (both required and desired).
- Provide employees with clear and specific expectations of performance ("SMART" Goals).
- Reward and recognize employees for meeting or exceeding contribution goals.



## **Capability**

For performance management purposes, Capability is the broad pattern of an individual's skills and capabilities that enable that individual to contribute. Assessment of capability takes into account the demonstration of the underlying behaviors associated with performance factors and competency proficiency.

## **Competency**

Competency is a collection of skills, methodologies, knowledge capital and experience that, in combination, can achieve a valued outcome. A Competency Group is a set of related, collectively managed competencies.

## **Contribution**

Contribution is the results achieved and value delivered by an individual to their job, team and organization. The assessment of an individual's contribution reflects the results achieved against goals aligned with business objectives and the requirements of their job/role as well as demonstration of performance.

## **Contribution Goals**

Contribution goals specify what results individuals are expected to deliver on their job, project or assignment. They are agreed upon by the individual and the manager at the start of the performance year. Goals focus on outcomes necessary for success, expectations for quality and due dates. Goals should be "SMART": Specific, Measurable, Achievable, Relevant, Time-bound. They should be aligned with business objectives and the requirements of the job, project or assignment. They should also be defined in a way to facilitate the individual's career development. If business circumstances change or expectations on the job, project or assignment shift, the goals should be updated by the employee.

## **Personal Development Plan (PDP)**

Captures an individual's development needs and career aspirations as well as an action plan to address these needs through training, role experience, and self-development. This section guides the discussion regarding development needs and career aspirations during the Annual Performance Assessment Discussion.