



INDIVIDUAL DEVELOPMENT PLAN

of

THE INDIVIDUAL DEVELOPMENT PLAN (IDP) is a formal document between employee and supervisor, drafted to address training needs and career plans. It should be generated in conjunction with the performance management review, and may be revised at any time. Requests for training should be in accordance with this plan.

Employee's Signature	Date	SES only. The Employee Career Development and Training Division will review and obtain the signature below.
Supervisor's Signature	Date	Approved: _____ Date _____
Title:		Chairperson, Executive Resources Board



**OFFICE OF THE
SECRETARY OF DEFENSE**

INDIVIDUAL DEVELOPMENT PLAN

1. Date Prepared

2. Name (Last, First, Middle Initial)

4. Social Security Number

7. Date of Birth

10. Position Type
[Mark (X)
One Only]

3. Organization Mailing Address
(Branch-Division/Office/Agency)

5. Office Telephone No.

8. Years of Continuous
Civilian Service

a. Non-supervisory

b. Supervisory

6. Position Title

9. Series Grade

11. Short Range Career Goals: [State career goals for the next 1-2 years. Specify position titles & grade (if appropriate) or subject area]

12. Long Range Career Goals: [State career goals for the next 3-5 years. Specify position titles & grade (if appropriate) or subject area]

13. Developmental Objectives: [State the goal to be derived from the developmental activity or activities in as specific terms as possible. What knowledges, skills or abilities (KSA's) need to be obtained immediately to meet current objectives or to make performance more effective in the present position. Or identify specific areas in which the employee will need to gain competence in order to achieve the short or long range goals stated above. The Developmental Objectives should be stated in the order of priority. SES please see note below.]

Note to SES Members - All Development Objectives for SES personnel and candidates will be stated in terms of the six standard SES competencies.

I. Integration of Internal and External
Program-Policy Issues

III. Direction and Guidance of Programs,
Projects, or Policy Development

V. Utilization of Human Resources

II. Organizational Representation and Liaison

IV. Acquisition and Administration of
Financial and Material Resources

VI. Review of Implementation and Results

[An expanded description of each area is on the back page.]

<p>14. Significant Prior Training and Development related to the development objectives. [Include government sponsored & self development assignments, programs activities or academic programs.]</p>	<p>Date of completion</p>
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<p>15. Developmental Activity or Assignment [This may include On-the-job Training, Rotational Assignments, Developmental Projects, Self Study Programs, Formal Training Programs, Correspondence Courses, or Professional Conferences or Seminars.]</p>	<p>16. Source [If possible identify the organization that will provide the developmental activity.]</p>	<p>17. Proposed Schedule of developmental activity by Quarter and Fiscal Year – that reflects priority of immediate & long range needs.</p>	<p>18. Actual action taken and date of completion</p>
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<p>19. If no career development is desired or needed at this time please state specific reasons why.</p>

Executive Activity Areas and Competencies

- I. Integration of Internal and External Program-Policy Issues** – Involves seeing that key national and agency-wide goals, priorities, values, and other issues are considered in making program decisions. Major competencies within this activity area are:
- Identifying and integrating key issues affecting the organization. These issues include political, economic, social, technological, and administrative factors.
 - Working with and through the national policy making-implementation structure and procedures (e.g., Presidential leadership and political positions, legislative processes, judicial review) and, as relevant, other governmental jurisdictions and private sector organizations.
- II. Organizational Representation and Liaison** – Focuses upon the external communications aspects of executive positions, including being a representative for the work unit and/or organization and coordinating with other work units and organizations. Major competencies within this activity area are:
- Representing (e.g., presenting, negotiating, selling, defending) the organization before a variety of people, including agency heads and other political and career executives, members and staff of Congress, the media, clientele, and professional groups.
 - Working in groups and teams, conducting briefings and other meetings.
 - Establishing and maintaining working relationships within the organization (e.g., with other program areas and staff support functions) and with relevant external groups and organizations.
 - Seeing that reports, memos, and other documents reflect the position of the organization.
- III. Direction and Guidance of Programs, Projects, or Policy Development** – Involves activities related to establishing program-policy goals and the structure and processes necessary to carry them out. Major competencies within this activity area are:
- Planning—setting goals, objectives, and priorities; integrating short- and long-term goals; identifying contingencies, strategies, resources needs.
 - Assessing program, policy, project feasibility
 - Setting effectiveness, efficiency, and productivity standards.
 - Organizing structure and work.
- IV. Acquisition and Administration of Financial and Material Resources** – Concerns activities and procedures related to obtaining and allocating the financial and material resources necessary to support program or policy implementation. Major competencies within this activity area are:
- Managing the budgetary process—preparing, justifying, operating through organizational and congressional procedures, administering.
 - Overseeing procurement-contracting procedures and processes.
 - Directing-coordinating logistical operations.
- V. Utilization of Human Resources** – Involves activities and processes for ensuring that people are appropriately employed, effectively and efficiently utilized, developed, dealt with in a fair and equitable manner. Major competencies within this activity area are:
- Acquiring staff through appropriate staffing processes—workforce planning, recruitment and selection, including affirmative action and EEO.
 - Delegating work among subordinate groups and individuals.
 - Conducting performance appraisals and providing appropriate rewards and/or disciplinary action.
 - Assessing individual capabilities and needs and providing coaching, counseling, and career development opportunities.
 - Resolving conflicts and attending to morale and organizational climate issues.
- VI. Review of Implementation and Results** – Involves activities and procedures for seeing that programs and policies are being implemented, adjusted as necessary, and that the appropriate results are being achieved. Major competencies within this activity area are:
- Monitoring work status through formal and informal means.
 - Diagnosing and consulting on problem areas relating to implementation and goal achievement.
 - Evaluating technical and non-technical program outcomes and impacts.