

[Watch 'NMT: Individual Development Plan and CRC'
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Individual Development Plans (IDP) that Matter: Using the VA Leadership Competency Model to Plan Your Development and Certified Rehabilitation Counselor Demonstration

New Manager Training



U.S. Department
of Veterans Affairs

Learning Objectives

After this training, you will be able to:

- Describe why IDPs are critical to leadership development
- Create a comprehensive, targeted IDP that can fuel your development
- Incorporate the OPM Leadership Competency model into your IDP
- Identify CRC Resources or Actions on the:
 - [VRE Training Website](#)
 - [VBA Learning Catalog](#)
 - [CRCC Connect Website](#)



Why Use an IDP?

I don't have time to
worry about an
IDP!!!



IDP's that Matter

Why Use an IDP? Why not just write down my goals and put them on a calendar?

IDP Advantages:

1. Acts as your career map
2. Provides competency information
3. Helps you match VA competencies and proficiencies with your current professional skills
4. Prevents professional career drift

This year I'm going to get healthy, save money and communicate better!



Individual Development Plan

IS:

1. Your written plan for professional development
2. Helps you set reasonable goals and assess particular strengths and areas needing development
3. Establishes a plan for development and measures progress towards those goals
4. Partnership between individual, supervisor and organization

Individual Development Plan

IS NOT:

1. A performance appraisal
2. A binding contract
3. A guarantee of promotion

What's In It For Me (WIIFM)

- Career and Personal Planning
- Develop, improve, and learn new skills
- Increase job satisfaction
- Show leadership ability and initiative
- Work smarter, not harder
- Know where you are headed
- More employable
 - Improves employable skills



IDPs that Matter



Career Planning Process

● **PREPARE** for your long-term career at VA by establishing career goals based on your work interests and work environment preferences.



● **EXPLORE** the jobs that match your personal profile and find additional engaging career opportunities that may interest you.

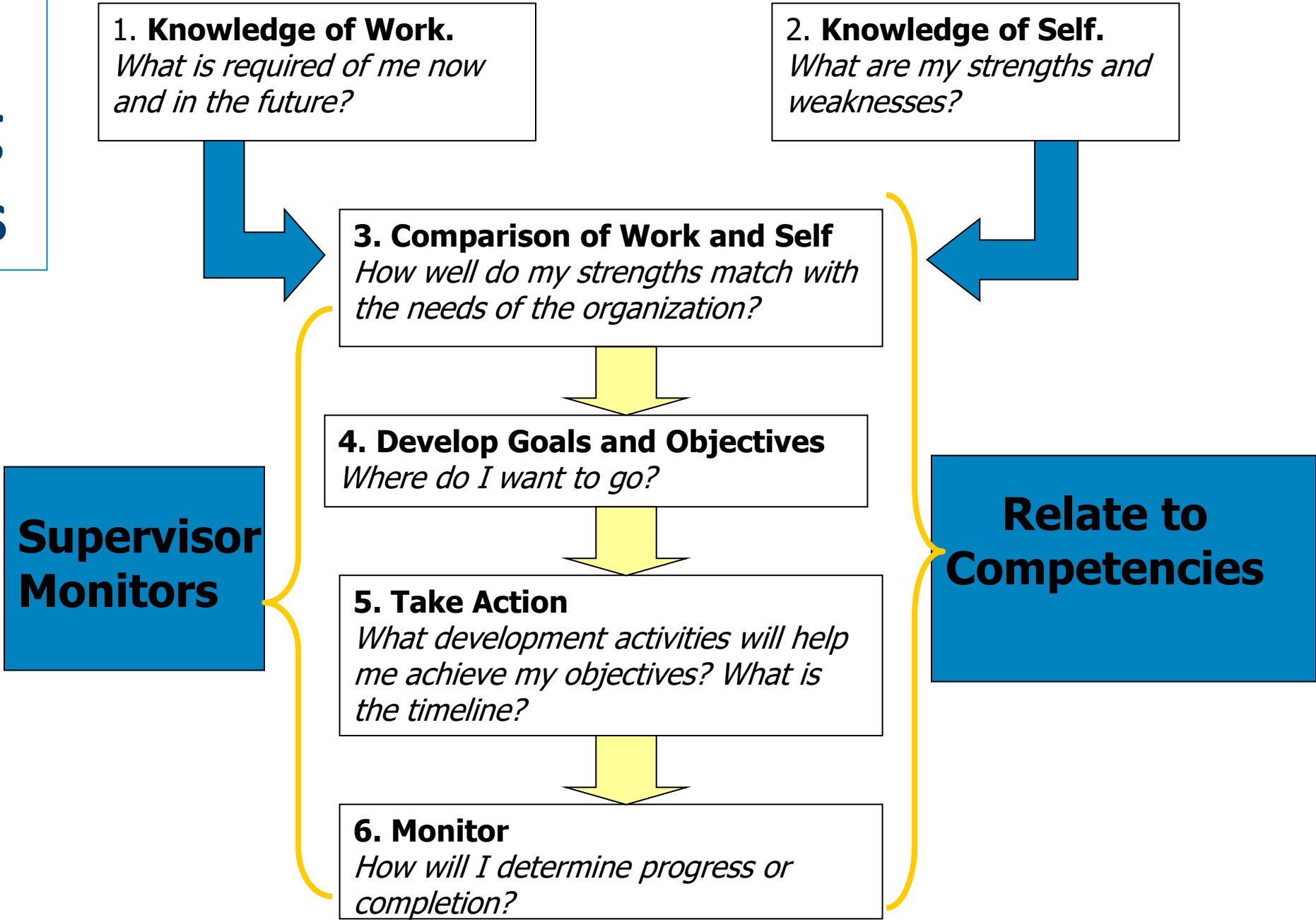


● **PLAN** your career by identifying the actions you'll need to take to reach your long-term career goals.



● **DEVELOP** the knowledge, skills and experience needed to reach the long-term goals you identified in your career plan.

IDP Writing Process



IDPs that Matter

Chart Your Course

	5 YEARS AGO	TODAY	3-5 YEARS FROM NOW
CAREER	VSR/RVSR	Coach/Asst. Coach	Area Director
FAMILY	Single, No Kids	Married, No Kids	Married, 1-2 Kids
LOCATION	Sand Diego, CA	Phoenix, AZ	Portland, OR
COMPETENCIES	Results Driven, Partnering	Leading People Leading Change Results Driven Partnering	Business Acumen Global Perspective Leading People Leading Change Result Driven Partnering
GOALS	BA Communication LEAD Program	LDP Program MA Organizational Mgt	PhD Portland RO Director

IDPs that Matter



IDPs that Matter

Identify OPM's Executive Core Qualifications and Leadership Competencies









<https://www.opm.gov/policy-data-oversight/assessment-and-selection/competencies/proficiency-levels-for-leadership-competencies.pdf>

IDPs that Matter

OPM's Core Leadership Competencies



	Leading Change
	Leading People
	Results Driven
	Business Acumen
	Building Coalitions
	Fundamental Competencies

IDPs that Matter

OPM's Executive Core Qualifications - Leadership Competencies- Behavioral/Proficiency Indicators

Leading Change

- Creativity
- External Awareness
- Flexibility
- Resilience
- Strategic Thinking
- Vision

Leading People

- Conflict Mgt
- Leveraging Diversity
- Developing Others
- Team Building

Results Driven

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

Business Acumen

- Financial Mgt
- Human Capital Mgt
- Technology Mgt

Building Coalitions

- Partnering
- Political Savvy
- Influencing

Fundamental Competencies

- Interpersonal Skills
- Oral Communication
- Integrity
- Written Communication
- Continual Learning
- Public Service Motivation

IDPs that Matter

Familiarize Yourself with the OPM Leadership Proficiency and Competency Model



LEADING PEOPLE: This **OPM** core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

VA Competency: Conflict Management. Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

Proficiency Level	Proficiency Level Definition	Proficiency Level Illustrations
Level 2 – Basic	<ul style="list-style-type: none"> Applies the competency in somewhat difficult situations Requires frequent guidance 	<ul style="list-style-type: none"> Implements changes to ensure work environment is fair and equitable based on employee concerns Ensures employees receive mediation to resolve issues affecting the workgroup Resolves issues by meeting one-on-one with team member
Level 1 – Awareness	<ul style="list-style-type: none"> Applies the competency in the smallest situations Requires close and extensive guidance 	<ul style="list-style-type: none"> Addresses employee concerns by providing accurate information to reduce conflict or concerns within workplace Takes action to address employee grievances

IDPs that Matter

How to use the VA Leadership Competency Model

- The Executive Core Qualification is identified and described (i.e., Building Coalitions)
- The name of the competency and definition is presented (i.e., Partnering)
- Five proficiency levels are identified (e.g., Basic to Expert)
- Each proficiency level is defined

Executive Core Qualification

BUILDING COALITIONS: This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

Competency

Partnering - Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

Proficiency Level

Proficiency Level	Proficiency Level Definition	Proficiency Level Illustrations
Level 5 - Expert	<ul style="list-style-type: none"> • Applies the competency in exceptionally difficult situations • Serves as a key resource and advises others 	<ul style="list-style-type: none"> • Develops, publicizes, and garners support for programs and policies by meeting with key officials, executives, unions, employees, and other interested parties • Partners with key officials from various offices and agencies to develop strategic goals
Level 4 - Advanced	<ul style="list-style-type: none"> • Applies the competency in considerably difficult situations • Generally requires little or no guidance 	<ul style="list-style-type: none"> • Collaborates with headquarters, regional offices, and key stakeholders to implement new initiatives • Partners with various parties by sharing information and resources across multiple levels to establish new programs

Proficiency Level Illustrations

How to use the VA Leadership Competency Model

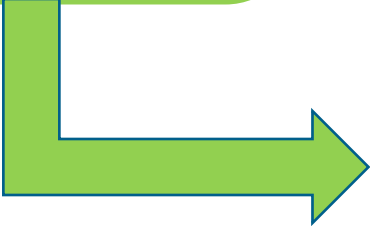
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Use the Proficiency Level Illustrations to produce Developmental Objectives

Developmental Objectives

Related Behavior Indicator/Proficiency Illustration: Explains how organizational units and external stakeholders work together to fulfill the VA's mission.



Turn behavior indicator/proficiency illustrations into a developmental objective.

Department of Veterans Affairs			INDIVIDUAL DEVELOPMENT PLAN				
In order to complete this form, you should obtain a copy of VA Pamphlet 05-67, <i>Individual Development Planning in the VA</i> . These pamphlets are stocked at your local facility and at the VA Forms and Publications Depot.							
1. NAME OF EMPLOYEE	2. PRESENT POSITION TITLE	3. GRADE AND SERIES	4. DATE ASSIGNED	5. ORGANIZATION AND LOCATION	6. TELEPHONE NO.		
7. SHORT-TERM CAREER GOALS (1 Year)				8. LONG-TERM CAREER GOALS (2-3 Years)			
9. DEVELOPMENTAL OBJECTIVE	10. DEVELOPMENTAL ACTIVITIES (Include length, source, and location of activities)	11. DATE COMPLETED		12. COST		13. ACTION A = APPROVED B = DISAPPROVED C = DEFERRED	14. ASSESSMENT (*Supervisor refer to key below)
		ESTIMATED	ACTUAL	ESTIMATED	ACTUAL		
BUILDING COALITIONS: PARTNERING: To be able to describe how VSOs and the VA can work closely together to serve Veterans							

* Assessment Key
 A. Developmental objective was accomplished.
 B. Developmental objective was accomplished although employee did not complete designated activities.
 C. Progress has been made in accomplishing the developmental objective but further development is required.
 D. Developmental objective not accomplished.
 E. Developmental objective no longer applies.

VA FORM 4692
MAY 1992(R)



Developmental Activities

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9. DEVELOPMENTAL OBJECTIVE	10. DEVELOPMENTAL ACTIVITIES <i>(Include length, source, and location of activities)</i>	11. DATE ESTIMATED	ASSESSMENT <i>(Supervisor refer by below)</i>		
To be able to describe how VSOs and the VA can work closely together to serve Veterans.					
<div style="border: 2px solid green; padding: 10px; width: fit-content; margin: auto;"> <p>Developmental activities serve as action plan for reaching objective. Should include only 30% formal classroom training</p> </div>					
<p>* Assessment Key A. Developmental objective was accomplished. C. Progress has been made in accomplishing the developmental objective but further development is required. D. Developmental objective not accomplished. E. Developmental objective no longer applies.</p> <p> B. Developmental objective was accomplished although employee did not complete designated activities.</p>					

VA FORM 4692
MAY 1992(R)

Types of Learning Activities

Development Option Matrix	
<i>On the Job</i> <ul style="list-style-type: none">• Activities• Coaching• Feedback• Mentoring	<i>Formal Coursework</i> <ul style="list-style-type: none">• Professional and Technical Skills• Leadership• General Management
<i>Self-Development</i> <ul style="list-style-type: none">• Readings• Self-study• Professional Organizations	<i>Special Assignment</i> <ul style="list-style-type: none">• Development In-place• Temporary• New Positions

Example

Jane Doe, Coach – San Diego Regional Office

Developmental Activities:

- **Complete** TMS Course: #1724007 The Voice of Leadership
- **Read** “Communicating in High Concern/Low Trust Environments”
- **Develop analysis and present** status to my team during brown bag
- **Deliver** an executive-level briefing
- **Facilitate** a Lean Six Sigma Kaizen Event
- **Complete** a shadowing assignment
- **Interview** subject matter expert on strategic planning
- **Teach** a workshop at local community center
- **Join** Toastmasters
- **Submit** idea to Idea House

Date Completed (Measurable/Time)

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To be able to describe how VSOs and the VA can work closely together to serve Veterans.	Participate in an informational interview with representative from Paralyzed Veterans of America.	9/18					

VA FORM
MAY 1992(2) **4692**

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IDPs that Matter

Write Your SMART Goals



SPECIFIC	What exactly do you want to accomplish?
MEASURABLE	What are the measurements used to keep you on track? How are your accomplishments measured?
ACHIEVABLE/ ATTAINABLE	Will your goal be challenging to accomplish? It should be a challenge.
REALISTIC/ RELEVANT	Is your goal realistic? Is your given time frame for completion realistic?
TIME-BASED	What is the set time frame to achieve these accomplishments?

Effective Writing for Your IDP (Individual Development Plan VA Form 4692)

Short Term Career Goals (1 year)

Your Developmental Objective is the **Executive Core Qualifications** and/or the **Competencies**

Use the Proficiency Level Illustrations to develop your Developmental Activities

NOTE: Formal classroom training should not exceed 30% of the Developmental Activities

1. NAME OF EMPLOYEE			2. PRESENT POSITION TITLE		3. GRADE AND SERIES	4. DATE ASSIGNED		5. ORGANIZATION AND LOCATION		6. TELEPHONE NO.	
Barney Rubble			Voc Rehab Coun		GS-12	10/2017		VBA – Bedrock		123-456-7894	
7. SHORT-TERM CAREER GOALS (1 Year)						8. LONG-TERM CAREER GOALS (2-3 Years)					
To obtain the knowledge, skills, and abilities to be a AVREO						To obtain the knowledge, skills, and abilities to be a VREO					
9. DEVELOPMENTAL OBJECTIVE		10. DEVELOPMENTAL ACTIVITIES (Include length, source, and location of activities)		11. DATE COMPLETED		12. COST		13. ACTION	14. ASSESSMENT		
Results Driven: Improve Technical Creditability: Uses technical expertise to identify and resolve conflicts between theories, procedures, requirements, regulations, and policies		To assist division management in obtaining data for FY 21 SAO requirements. To fulfill "Counselor-In-Charge" responsibilities 3-5 times during FY 21 Read the book, "Why Should Anyone Be Led By You by Rob Goffee		ESTIMATED	ACTUAL	ESTIMATED	ACTUAL	A = APPROVED B = DISAPPROVED C = DEFERRED	(*Supervisor refer to key below)		
				Oct 2020	Sept 2021	0.00	0.00				A
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Time Oriented and Attainable

Long-Term Career Goals (2-3 Years)



Acrobat Document



Sample IDP



U.S. Department of Veterans Affairs

Final Tips on IDPs

- Revisit and update every few months
- Revise as needed
- Keep document as part of career portfolio



SMART Goals



Questions

