



Bureau of Land Management Individual Development Plan

Introduction

The Individual Development Plan (IDP) is an organized approach to professional development activities and programs that are designed to improve the employee's professional skills and the Bureau's productivity. The IDP is **developed jointly by the supervisor and employee**. It outlines the employee's developmental objectives and the developmental activity for achieving these objectives. The purpose of the IDP is to target competencies and skills to be developed for two purposes: 1) for use and growth in the employee's current position 2) for future career goals.

Technical credibility is the cornerstone for a successful career in any organization. Development in your technical area coupled with leadership development will set a solid foundation for career growth. Use your IDP as a tool to balance development in these two essential areas.

All employees are encouraged to use this form. The IDP is mandatory for all executives, managers, and supervisors.

Note: this form is a "living document" and should be updated throughout the year as actions are completed, deleted, changed or added. We recommend that the IDP be used as a part of the Employee Performance Appraisal process.

Section 1: Employee Information

Employee Name:

State/Center/WO:

Position:

Grade:

Series:

Supervisor Non-Supervisor

Length of Service Information

Federal Service:

BLM Service:

Other (Industry, Self-Employed, Internship, etc...):

Time in Position:

Are you completing this IDP as a result of participating in a 360 Degree Assessment?

Yes No

Section 2: Your Career Goals and Developmental Objectives

You and your supervisor should work together to complete the goals for successful performance in your current position and your short- and long-term career goals. Your career goals may focus on developing your technical credibility for your current position or helping you bridge into another position. The more specific you can be with defining your goals, the easier it will be to identify actions that will help you achieve them.

<p>Short Term Career Goals (up to 1 year) <i>(Example: Improve skills to qualify for a Senior Recreation Planner position)</i></p>	<p>Developmental Objectives <i>Objectives describe what you need to learn or achieve in order to reach your short term goals. Developmental objectives should be as specific as possible Examples: write NEPA documents, develop leadership skills, improve presentation skill, improve technical presentation skills, help in developing an RMP and partnerships, etc...</i></p>

<p>Long Term Career Goals (2-5 years) <i>(Example Become a Field Manager)</i></p>	<p>Developmental Objectives <i>In this section describe what you need to learn or achieve in order to reach your long term goal Examples: learn how to facilitate a public meeting, learn how to supervise supervisors develop others, improve facilitation skills, understand the budget process, work on RMP, etc.</i></p>

Section 3: Competency Review

A solid organization is built on the premise that anyone can be a leader. Leadership should permeate through all levels. The framework below reflects leadership competencies targeted for various levels of employee development. The listed competencies are not meant to replace or eliminate science or the technical competencies. They are listed as a supplement to building on your technical credibility. **Review this framework with your supervisor** along with the itemized list of each of these competencies in the Leadership Competency Check List on the next page. Check those competencies you need to improve to support your short term career goals and those you will need to develop which support your long term goals. After completing this process for all 28 competencies, select the top 2-3 competencies to target for your personal development this year. **Definitions of each competency are found in the appendix to this document.**

BLM Leadership Development Competency Framework

Employee Level	Competencies Emphasized	Examples of Courses
*Executive (Leading and Managing Organizations)	Entrepreneurship External Awareness Vision	SES Candidate Development Program
Manager (Leading and Managing Programs)	Creativity and Innovation Financial Management Partnering Political Savvy Strategic Thinking Technology Management	Leadership Academy
Supervisory (Leading and Managing People)	Accountability Conflict Management Developing Others Human Capital Management Leveraging Diversity	Supervisory Training Leadership Academy
Project Manager and Team Leader (Managing Projects)	Decisiveness Influencing Negotiating Team Building Technical Credibility	Emerging Leaders Transitioning to a Supervisory Role Team Training
All Employees (Managing Yourself)	Continual Learning Customer Service Flexibility Integrity/Honesty Interpersonal Skills Oral Communications Problem Solving Public Service Motivation Resilience Written Communication	New Employee Orientation Local Perspectives SCEP Pathways

*Leadership Development at the Executive Level is managed by the Office of Personnel Management.

Leadership Competency Check List

Competency	Need to Improve in my current job	Needed for career advancement	Selected to Develop
Creativity and Innovation			
External Awareness			
Resilience			
Flexibility			
Strategic Thinking			
Vision			
Conflict Management			
Leveraging Diversity			
Developing Others			
Team Building			
Accountability			
Customer Service			
Decisiveness			
Entrepreneurship			
Problem Solving			
Technical Credibility			
Financial Management			
Human Capital Management			
Technology Management			
Partnering			
Political Savvy			
Influencing/Negotiating			
Interpersonal Skills			
Integrity/Honesty			
Written Communication			
Continual Learning			
Oral Communication			
Public Service Motivation			

Section 4: Developmental Activities

In this section you should 1) identify what type of training or developmental activities are needed to support your career goals and developmental objectives, 2) identify the competency addressed for each activity, 3) the proposed time frame for the activity, and if indicated, 4) the actual or estimated cost for each activity.

Developmental activities that are appropriate for IDPs include the following:

Classes, conferences and seminars	Self-Study
On the job training (OJT)	Video or computer-based instruction
Shadowing	Mentoring
Webinars/WebEx/Podcasts	Special projects/assignments
Reading books and professional journals	Structured interviews with content experts
Internships, apprenticeships	Rotational assignments
Research and analysis	Task Forces/Committees
Correspondence and e-learning courses	General Management Evaluations (GMEs)
Developmental Details	Job swaps
Joining/leading community groups	Giving presentations

Developmental Activity	Competency Addressed	Time Frame Start - Complete	Cost
			Total =

Section 5: Comments and Approvals

I understand this Individual Development Plan (IDP) is being used in conjunction with the employee's EPAP. The employee and I have discussed this IDP and will work jointly to assure that these strategies are implemented in a reasonable and prudent manner. We understand that implementation is dependent upon the commitment of the individual, supervisor, support, budget, workload and the needs of the organization. This plan will be modified as situations or needs change.

Employee Additional Comments:

Date: _____

Supervisor Signature: _____

Employee Signature: _____

Appendix to IDP – Definition of OPM Leadership Competencies

EXECUTIVE CORE QUALIFICATIONS and COMPETENCY DEFINITIONS

ECQ 1: Leading Change

Definition: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

Competencies	
Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
External Awareness	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
Vision	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

ECQ 2: Leading People

Definition: This 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.

Competencies	
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.
Leveraging Diversity	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
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ECQ 3: Results Driven

Definition: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Competencies	
Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
Decisiveness	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
Entrepreneurship	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

ECQ 4: Business Acumen

Definition: This core qualification involves the ability to manage human, financial, and information resources strategically.

Competencies	
Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.
Technology Management	Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

ECQ 5: Building Coalitions

Definition: 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.

Competencies	
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
Influencing/Negotiating	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Fundamental Competencies

Definition: These competencies are the foundation for success in each of the Executive Core Qualifications.

Competencies	
Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
Oral Communication	Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
Integrity/Honesty	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
Written Communication	Writes in a clear, concise, organized, and convincing manner for the intended audience.
Continual Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development.
Public Service Motivation	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.