Developmental Growth Plan and Increase Guidelines

The Developmental Growth Plan is intended to create salary and growth opportunities for staff in their current job. Developmental growth is a result of many cumulative learning experiences. The plan provides managers with the mechanism to recognize and reward a staff member’s growth and development once established milestones are reached within a job and without the need to reclassify or promote a staff member to another job. It is awarded in addition to a staff member's annual salary increase and will not change a staff member's annual salary review date. There will not be a developmental growth plan for each employee.

<table>
<thead>
<tr>
<th>WHAT IT IS</th>
<th>WHAT IT IS NOT</th>
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<td>• Recognizes increased competencies in the <strong>current</strong> job</td>
<td>• Not to recognize a change in job</td>
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<td>• Rewards growth &amp; development; assumes no performance issues/concerns exist</td>
<td>• Not a performance review or a performance improvement plan which assumes presence of deficiency</td>
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<td>• Assumes incumbent salary is below target (e.g., below market reference, midpoint, or salary of more experienced incumbents assuming internal equity is observed)</td>
<td>• Not applicable when incumbent salary is on target</td>
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<td>• Focuses on the ability to perform an activity, function, responsibility gained from cumulative learning experience</td>
<td>• Not focused on the accomplishment of a task resulting from single event or work experience</td>
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A staff member progresses through three stages of development and growth: Learning, Proficient, Enhanced. The rate of development and growth is greatest in the Learning Stage, gradually slows down in the Proficient Stage, and is slowest and becomes less discernable in the Enhanced Stage. In each stage, a staff member demonstrates different competencies and contributes differently to the organization.

**Before You Start**
- Consider your salary budget, internal equity, the staff member's current and anticipated annual salary increase in relation to the job's target salary.
- Carefully review the job description for the job
• Think of the job’s salary range in terms of 3 zones – learning, proficient, enhanced
• Think of the proficient zone as the zone plus/minus 10% of the job’s salary range midpoint. Staff in this zone have achieved full proficiency in the current job and perform the job as described.
• Think of the learning zone as the zone below the proficient zone. Staff in this zone are new in the job (i.e., new hire or recently promoted), possess the competencies essential for entry into the job. The lack of competencies is not a function of performance deficiencies.
• Think of the enhanced zone as above the proficient zone. Staff in this zone demonstrates advanced level of competencies well beyond full proficiency and are known to create and add value to the job in significant and important ways.

Defining the competencies in the Developmental Growth Continuum
• Identify specific incumbents who exemplify each area of the continuum. What are the competencies demonstrated by the incumbents in each area of the continuum?
• Use the questions provided to guide you in defining competencies for each area (See Questions to Ask Yourself When Creating a Developmental Growth Plan)
• Developmental Growth Plans should be kept simple and easy to implement.

Creating the Employee’s Developmental Growth Plan
• Creating the developmental growth plan should be developed in collaboration with the employee and should be updated to reflect new priorities and work requirements as appropriate.
• Assess the employee’s competencies and identify where the employee falls in the continuum (i.e., learning, proficient, enhanced) using defined competency standards
• Identify the 2-4 competencies to be developed
• Typically, there will be no more than 1 developmental plan within a 12 month period.
• Developmental increase may be made when all competencies are attained or incrementally at the discretion of the manager. The amount and timing of the developmental increase will depend on the developmental growth plan for the staff member.
• Identify developmental activities that an employee would take to achieve competency
• Define how competencies will be assessed and expected timeframe when competencies will be evaluated.
• Review the development plan with Human Resources/Compensation and obtain approval before implementing it.
Completing the Developmental Growth Plan Form

- Make sure to complete the List of Competencies, Developmental Activities, and Expected Timeframe sections of the form and submit to Human Resources/Compensation for review and approval before implementing the Developmental Growth Plan for a staff member.
- Fill in and date the Results section as the staff member demonstrates successful attainment of the competencies.
- Write in important explanation or justification, e.g., when a decision is made to award less than the maximum increase amount, in the Additional Manager Comments box.
- Sign and date the Manager’s Signature & Date box and forward a copy of the form to Human Resources for the staff member’s personnel file.

Monitoring and Updating the Employee’s Developmental Growth Plan

- Compare the employee’s developmental progress against the established developmental growth plan at least once a month.
- Provide constructive feedback to the employee and invite comments on his/her progress and how the developmental growth plan is working for the employee.
- Update the employee’s developmental growth plan as necessary. Updates to the developmental growth plan may include changes to the competency list, developmental activities, target dates, and milestones. Changes to the employee’s developmental growth plan will require Human Resources/Compensation approval.
- Decision to suspend or terminate an employee’s developmental growth plan should be made by the manager after a discussion with the employee in consultation with Human Resources/Compensation.