

Development planning framework

Purpose of this framework

To provide a clear, structured, and practical guide for people and HR professionals to support employee growth, development, and career progression. It can be used for both short-term skill development and long-term career goals.

How to use this framework

This framework is designed to be used collaboratively by the employee and their manager, mentor, or HR partner. It supports structured, personalized development planning that aligns with both individual career aspirations and organizational goals.

Recommended steps:

1. Complete Section 1 to align on ownership and timing
2. Use Sections 2–4 to capture the current context and align with broader goals
3. Develop concrete goals and actions in Sections 5–6
4. Personalize the learning process and anticipate blockers in Sections 7–8
5. Clarify support structures and monitor progress through Sections 9–10
6. Motivate, reflect, and learn using Sections 11–13

Section 1: employee details

What this section is for:

Capture the core identifying information of the employee and ensure that the development plan is connected to the correct people, time period, and oversight structure.

Employee name:

Job title:	
Department:	
Manager or development lead:	
Date of plan:	
Review cycle: (e.g. quarterly, biannually)	

Section 2: current state snapshot

What this section is for:

Document the employee's current strengths, development areas, feedback, and motivators. This provides a baseline for planning and measuring future progress.

Prompt questions to ask:

- What are your core strengths in your current role?
- What areas do you want to improve or develop further?
- What feedback have you received from peers, managers, or clients?
- What motivates you most in your current job?

Example entry:

- Strengths: Strong project management skills and stakeholder communication
 - Development areas: Needs to build confidence with data analysis and reporting
 - Feedback received: "Great at delivery, but sometimes misses the bigger picture"
 - Motivation: Interested in leading cross-functional initiatives
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Section 3: career aspiration mapping

What this section is for:

Encourages employees to think longer-term and align their development actions to broader personal and career goals. It can also support succession planning and talent development.

Prompts:

- Where do you see yourself in 1–3 years?
- What role(s) are you aiming for in the future?
- What knowledge, experience, or exposure do you need to get there?

Example entry:

- Aspiration: Move into a strategic HR business partner role within 2 years
- Gaps: Need more experience influencing senior stakeholders and handling change management
- Plan link: Assign to a cross-departmental project as stretch experience

Section 4: alignment with business goals

What this section is for:

Links individual goals to wider team or organizational priorities. This demonstrates business alignment and increases the likelihood of leadership support.

Individual goal	Supporting team or org priority
Build reporting skills	Improve HR analytics maturity
Develop leadership capability	Support succession planning for key roles

Enhance stakeholder influence	Strengthen cross-functional decision-making
Improve time management	Increase team delivery reliability and efficiency
Learn facilitation techniques	Build internal capability for agile ceremonies and workshops

Section 5: development goals

What this section is for:

Create specific, actionable goals that support both the employee's growth and business needs.

Use the SMART goal format:

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**ime-bound

Example entry:

- **Goal:** Improve ability to analyze and present people data
 - **Outcome:** Deliver monthly insights dashboards to HRBP team
 - **Deadline:** Within 3 months
 - **Success measure:** Quality of insights and confidence presenting in monthly meetings
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Section 6: development actions

What this section is for:

Break down how each development goal will be achieved. This helps clarify the path from intention to progress.

Goal	Development action	Support/resources needed	Target date	Status
Improve data skills	Attend "Intro to HR analytics" workshop	Time off for course, manager support	July 15	Not started
Improve data skills	Shadow the People Insights team on monthly report building	2 shadowing sessions scheduled	August 30	In progress

Tips:

- Include a mix of formal (courses) and informal (shadowing, mentoring) development actions
- Make sure each action links directly to a goal

Section 7: learning style or development preference

What this section is for:

Tailors the development experience to how the employee learns best, improving the likelihood of successful outcomes.

Prompt:

- Do you prefer learning through reading, doing, discussing, or observing?

Examples of preferences and adjustments:

- Hands-on learner: Include shadowing, on-the-job projects, interactive simulations
- Visual learner: Provide recorded walkthroughs, dashboards, infographics
- Social learner: Pair with a peer coach or schedule discussion-based sessions
- Reflective learner: Build in journaling or structured reflection after each milestone

Example entry:

- Prefers hands-on learning and real-time feedback — course work should include exercises and post-task reflections
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Section 8: barriers and mitigation plan

What this section is for:

Anticipates and plans for obstacles that might prevent progress. This shows foresight and improves the plan's realism and feasibility.

Examples of common barriers:

- Lack of time due to existing workload
- Limited access to learning resources
- Unclear expectations from manager
- Low confidence or fear of failure

Example entry:

- Barrier: Limited time for development due to workload
- Mitigation: Manager will reallocate 1 project to free up 3 hours/week

Section 9: support and accountability

What this section is for:

Clarifies who will help the employee succeed and how progress will be monitored.

- **Primary accountability (usually the employee):**
- **Support person(s) (e.g. manager, mentor):**
- **Check-in frequency:**
- **Agreed touchpoints and methods (e.g. monthly 1:1s, Slack updates):**

Example entry:

- Accountability: Employee owns plan, manager reviews monthly
- Support: Manager, People Analytics team
- Check-ins: Monthly 1:1s + end-of-quarter formal review

Section 10: measurement and progress tracking

What this section is for:

Tracks how well each goal is progressing and identifies adjustments needed to stay on track.

Goal	Progress status	What's working	What's not working	Adjustments needed
Improve data skills	In progress	Completed 1 course, started dashboard	Shadowing sessions keep getting deprioritized	Reallocate weekly workload to free up time
Improve team	Weekly lunch-and-learn	Strong attendance at	Sessions lack consistent format	Assign co-facilitator for

facilitation	ns are popular	lunch-and-learns ; feedback is positive	and outcomes	planning
Develop mentoring skills	Paired with junior analyst	Good rapport established with mentee	Sessions feel one-sided	Introduce shared agenda and regular goal check-ins

Section 11: recognition and reward opportunities

What this section is for:

Reinforces progress and increases motivation by planning how the employee's development efforts will be acknowledged.

Prompt:

- Are there opportunities to recognize this progress publicly or with incentives?

Types of recognition:

- Public praise in team meetings or internal newsletter
- Nominations for awards or internal acknowledgements
- Opportunities to present work to senior leadership
- Additional responsibility (e.g. lead project, mentoring)
- Financial incentive or learning budget increase

Example entry:

- Recognition: If presentation is successful, employee will co-lead the next cross-functional reporting workshop
- Reward: Eligible for a professional certification budget upon delivery of 3 monthly dashboards

Section 12: cross-functional exposure and networking

What this section is for:

Encourages learning beyond the immediate team and promotes broader organizational awareness and collaboration.

Examples:

- Join company ERG (employee resource group)
 - Attend 1 industry event per quarter
 - Collaborate on inter-departmental project
 - Participate in job shadowing outside their function
 - Volunteer for planning committees or internal working groups
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Section 13: reflections and outcomes

What this section is for:

Supports a review of lessons learned, achievements made, and opportunities for continued growth.

Prompt questions:

- What progress have you made toward your development goals?
- What helped you succeed?
- What would you do differently next time?
- What new goals are emerging?

Example entry:

- Progress: Delivered first dashboard, received positive feedback

- Success factor: Shadowing was more helpful than the course
- Improvement: Next time, start with hands-on experience
- Next goal: Deep dive into data storytelling and visualization