

# Individual development plan for technical/administrative employees

The individual development plan helps you as an employee to play an active part in your professional development. In this overview you will find some of the key principles of the individual development plan. With the aid of a clear and specific process and a range of questions, this guide will help you to define your targeted development measures in the *Individual development form*.

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# Overview of development opportunities for technical/administrative employees

## Three principles for your development:

- A high level of individual responsibility
- Support from your supervisors as executive manager
- Support from HR by way of offers

As the employee, you accept a high level of individual responsibility for your professional development. Your supervisors support you in your current role or help you to develop through new tasks. Your manager's responsibilities and your desires for development are discussed in the annual appraisal interviews. HR provides support to supervisors and employees in the form of appropriate offers, and is on hand to answer questions. With the tools provided to you by the appraisal interview and the individual development plan, you can define the measures needed for your development.

Appraisal interview			Individual development plan (IDP)		
Development steps and measures are defined in the "Personnel development" section			see below		
Person responsible	Annual cycle	Obligatory	Person responsible	Annual cycle	Obligatory
<b>Supervisors</b> and employees	annually in September / October	obligatory	<b>Employees</b>	all year round, at any time	optional

  

<ul style="list-style-type: none"> <li>- Managers agree targets with you and assess your achievement of them.</li> <li>- Supervisors give feedback on your performance and conduct.</li> <li>- Supervisors discuss your professional development steps with you and agree on measures.</li> </ul> <p><a href="http://www.personalgesprach.ethz.ch">www.personalgesprach.ethz.ch</a> →</p>	<ul style="list-style-type: none"> <li>- As the employee, you take responsibility for your professional development and your employability.</li> <li>- With the individual development plan, you formulate your development steps and discuss them with your supervisors.</li> </ul> <p><a href="http://www.ethz.ch/employment">www.ethz.ch/employment</a> → Leadership and development &gt; Development &gt; Career for technical/administrative employees (IDP)</p>
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## Continuing education opportunities

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| <ul style="list-style-type: none"> <li>- Information and offers relating to internal and external seminars</li> <li>- HR can offer financial support for external continuing education courses</li> <li>- School for Continuing Education</li> </ul> | <p><a href="http://www.hr.ethz.ch/courses">www.hr.ethz.ch/courses</a> →</p> <p><a href="http://www.hr.ethz.ch/beratung">www.hr.ethz.ch/beratung</a> →</p> <p><a href="http://www.sce.ethz.ch/en">www.sce.ethz.ch/en</a> →</p> |
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## Further development opportunities

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|--|---|
| <ul style="list-style-type: none"> <li>- In your current role: more tasks or increased responsibility</li> <li>- New role</li> <li>- Networking</li> <li>- Sabbatical, internship</li> </ul> | <p><a href="http://www.ethz.ch/employment">www.ethz.ch/employment</a> → All about employment &gt; Internal job change</p> <p><a href="http://www.ethz.ch/employment">www.ethz.ch/employment</a> → Leadership and development &gt; Development &gt; Services</p> |
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# Guide to the Individual development plan (IDP) for technical/administrative employees

Employees are responsible for actively developing their career path and are supported in this by their supervisors. The IDP helps employees to define their own development targets and to prepare for the development meeting with their supervisor.

Take some time to think about your future. The individual development plan is an optional addition to the appraisal interview but can also be used at any point in the year in conjunction with a development meeting. Your supervisor knows your strengths and can work with you to develop potential career prospects and support and encourage you through appropriate tasks or actions. A development meeting can be held at any time. We recommend that you follow the procedure outlined below:

## 1. Development targets

### **The employee defines targets.**

The following questions may help you to formulate your development targets:

- What professional goals am I pursuing in my career path and what steps will lead to this?
- What tasks/topics am I particularly interested in?
- What am I currently missing in my professional activities?
- What skills will be in particularly high demand in my area of work in the coming years?
- What feedback and input on my activities do I receive from my colleagues and supervisors?
- What would my friends and relatives say if they were asked what my ideal job would be?

Try to formulate targets based on your answers to these questions and define a time scale for them (one to three years, three to five years).

## 2. Strengths and challenges

### **The employee sets out strengths and challenges.**

Define the competences that are relevant to your work. There are different kinds of competences, such as self-reliance, professional and social skills, methodical competence and leadership abilities.

Once you have formulated your development targets, answer the following two questions:

- What strengths will help me to achieve the development targets I have set?
- What competences must I develop in order to meet these targets?

Now you know which strengths you should work on improving and which competences to develop in order to meet your development targets.

### 3. Development measures

**The development measures are defined on the basis of this information.**

When formulating development measures, remember that there are different kinds of development tools:

- Off-the-job activities take place outside your daily work. These include seminars, courses, conferences, lectures, networking events or even specialist reading, and more.
- On-the-job activities are new or additional tasks (e.g. projects, acting as deputy, special tasks, mentoring, coaching etc.) in your existing role.

When defining measures, pay attention to how effective they will be in developing the appropriate competences.

ETH Zurich offers support through a range of continuing education opportunities.

Even if you are responsible for your own development, you will often find that you need support when pursuing your development measures. Think about what your development needs are.

Make sure that your planned activities fit into your schedule:

- How much time do you have during or outside of work that you can dedicate to these development measures?
- Realistically, by what time can you implement the individual measures – and above all, can they actually be done?

### 4. Meeting with your supervisor

**ETH Zurich recommends that employees discuss their individual development plan with their supervisor.**

You can discuss your development targets and plan with your supervisor. The measures you agree together in your development meeting should be recorded in the appraisal interview form under "Personnel development". Supervisors support their employees in implementing these measures.

### 5. Implementation

**The employee is responsible for taking the relevant actions. The development measures you define together can be recorded during the appraisal interview.**

The IDP can be used to help you prepare for the appraisal interview. We recommend that you involve your supervisor at an early stage.

#### Further offers

[www.hr.ethz.ch/courses](http://www.hr.ethz.ch/courses) →

[www.ethz.ch/employment](http://www.ethz.ch/employment) → Leadership and development > Development > Services

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## Individual development plan

Date \_\_\_\_\_

You, the employee, fill out the individual development plan (IDP). It can be used to supplement the appraisal interview. Together with your supervisor, you take responsibility for your career development. Your supervisor knows your potential and can help you to develop potential career prospects.

**Surname / First name of employee** \_\_\_\_\_

**Role / Organisational unit** \_\_\_\_\_

**Surname / First name of supervisor** \_\_\_\_\_

### 1. Development targets

**Target 1** (what I want to achieve in the next one to three years)

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**Target 2** (what I want to achieve in the next three to five years)

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### 2. Strengths

### Challenges

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### 3. Development measures

Development areas	Measures	Supported by?	By when?

When formulating development steps, remember that there are different kinds of development tools, such as:

- Off-the-job: seminars and courses (internal/external), external continuing education, conferences, lectures, reading
- On-the-job: additional responsibilities (e.g. projects, acting as deputy), special tasks, mentoring/coaching

The employee keeps the individual development plan. The document can be forwarded to HR for their personnel file.