

## A Guide to PDR Development Discussions for all non-line manager PDR users

### Purpose

The aim of the guide is to support managers on how to approach a development discussion with members of their team about their personal development needs. Holding these development discussions is important as it will support the development of a learning culture across the council. The guide outlines the **steps to follow, questioning techniques** and suggests some **tools to support** you. It also outlines how these development needs should be captured and maintained in the Personal Development section of the Personal Development Review (PDR) form. **See Appendix 1 for example Personal Development Plans.**

Development discussions closely link to the Performance Development Review which covers individual goals, career aspirations and development planning. The guide should be used to support the output from PDR to enable effective development discussions.

### What is a development discussion?

Development discussions provide support and opportunity to develop individuals, build the right skills, knowledge and experience to both develop in their role and also support future career aspirations. It is important to highlight the majority of learning and development can be achieved through on-the-job experience. The 70/20/10 learning and development approach included in this guide 70%, the majority of learning come from on-the-job practical experience, with 20% learning from others and 10% through formal training.

Creating opportunities for careers and development benefits both individuals and the organisation, supporting the drive to a high-performance culture.

Career aspirations and development remain the individuals' responsibility to consider and take action to achieve. However, managers have a significant role to play in enabling and supporting individuals to develop.

### Taking a coaching approach

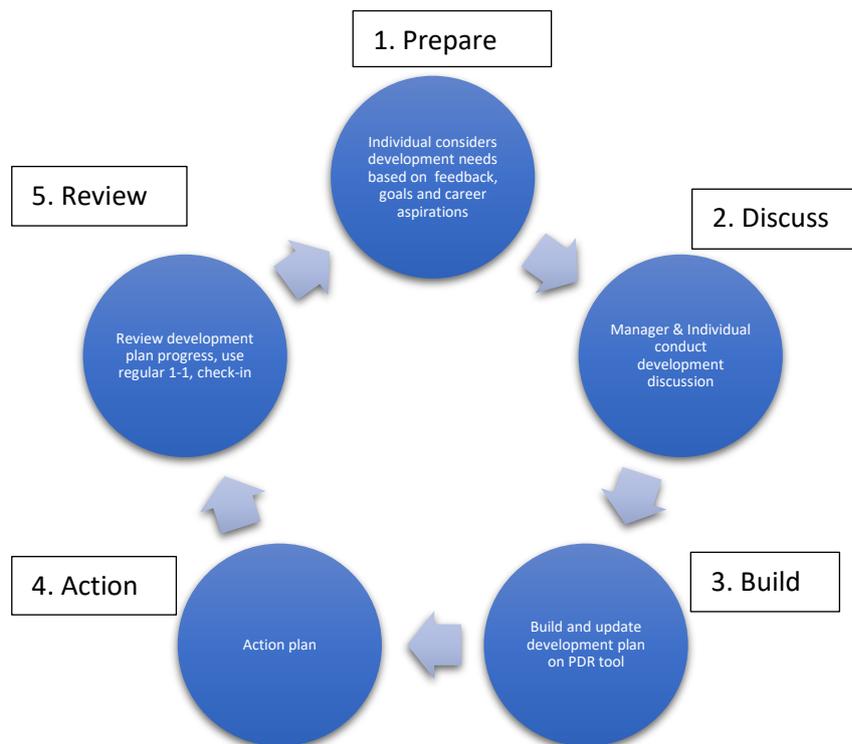
The manager should use a coaching approach when having a conversation with the individual about their development. Please see **Development Discussion Cycle** in next section for examples of the types of open questions you can ask to encourage the individual to think about their development needs. It is important that the individual is encouraged to take responsibility for their own development needs and the manager should ensure it is a two-way discussion to:

- Understand the development needs to achieve individual goals and career aspirations
- Empower the individual to take ownership for their own development

### Top Tips

- Development is not just about a promotion or the next role, it's about stretching the abilities and talents
- Challenging to think differently, take bold risks, and develop themselves, which by default will bring value to the organisation
- It's about reminding them who they are, what they bring, and what they can accomplish
- Coaching them to produce and strengthen and develop those skills and reaching their full potential
- Effective employee development conversations are essential if you want to help your employees identify their goals, realise their potential, and grow as professionals

## Development Discussion Cycle



### 1. Prepare

Preparation for the development discussion is key, the **Career** and **Personal Development Plan** sections in the **PDR** template should be initially populated by the individual and will be developed further with the line manager.

**Feedback** from key stakeholders will also help understand individual strengths and development areas. Ongoing and realistic feedback is an important part of the development planning, asking for feedback on specific areas or projects can help understand their strengths and areas to support their development. Feedback should be recorded in the feedback section of the PDR template. Discuss any feedback during your regular 1-1 meeting.

**Role profiles** can be used to identify development needs for current role. The role profiles can also be used for a role that the individual is interested in progressing towards to understand the type of skills, knowledge and experience required. The manager should support the individual to network with individuals in roles that they aspire to.

**Values** We have four new values that describe who we are and what we stand for at Derbyshire County Council.



**Collaborative**  
 We listen and engage to create shared goals



**Innovative**  
 We are curious, embrace change and continuously improve



**Empowered**  
 We support, trust and value each other



**Accountable**  
 We hold ourselves and others to account

In addition to setting your goals (WHAT you do) all colleagues are now asked to consider which of the new values (HOW you do your work) you will develop and focus on for the year ahead and discuss and agree this with your line manager.

## 2. Discuss

The development discussion should be an exploration of the individual's development linked to agreed PDR goals, current role and any future career aspirations. They should share:

- the **Career input** from the PDR,
- discuss their thoughts on **strengths**,
- compliance with mandatory learning,
- **career aspirations** and
- potential **development areas**

### How to have a highly effective development conversation

**Introducing** and **setting the scene** is important, share your proposed approach to the conversation with the individual. **Offer positive support** and build trust through an **open, honest and considerate approach**.

**Active listening** is essential, don't interrupt with questions. **Reflect back** what you think they are saying, identify key themes and feed them back ('what I think I'm hearing is...' 'sounds like you are saying...' 'Is this what you mean?'). Taking a **coaching style** and approach can help individuals to focus and identify their specific development needs.

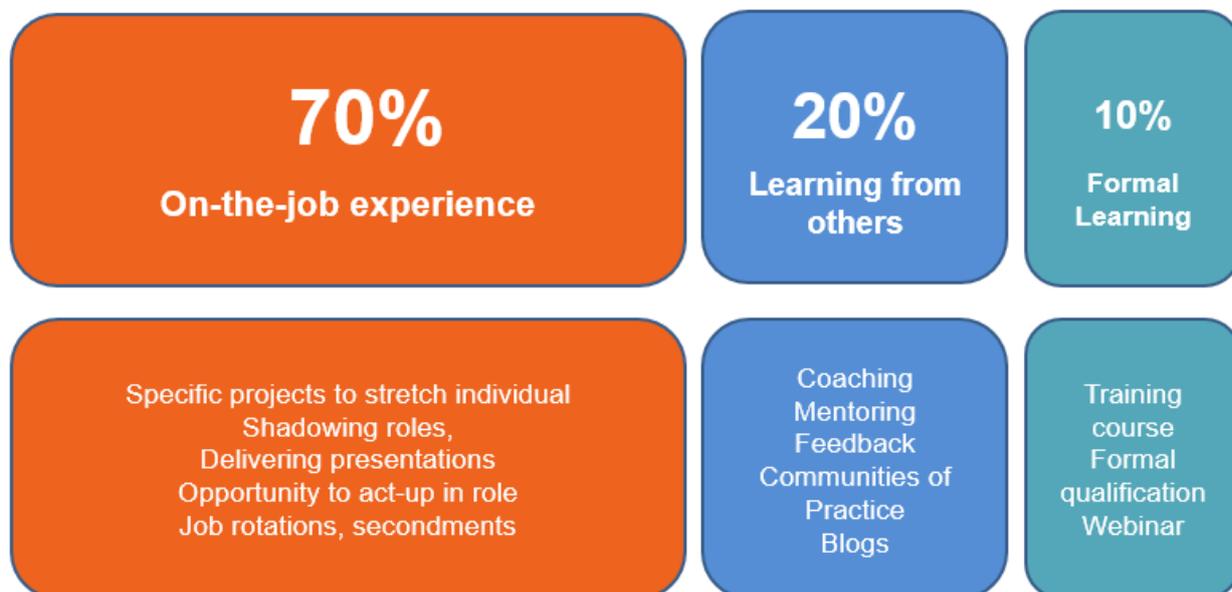
Here are some helpful questions:

#### Development Questions

- Where do you see yourself in the next x years?
- How would you define "success" for your career?
- What impact do you want to have in your work?
- What do you need to learn so that your knowledge and skills are enhanced?
- What area do you need to develop to be ready for the next step in your career (both goals and behaviour)

Next step, understand the development needs. We recommend focusing on two or three **development priorities** at any given time. This could be a mix of shorter-term and longer-term goals for example, some needs may be very stretching and challenging and take 12 months to develop. Other needs may be building on a colleague's current strengths and take 3 months to develop.

Next **discuss development solutions**, once the development priorities have been agreed, you will need to establish the best development solutions. There are many ways to provide development, the **70/20/10 approach** (please refer to table overleaf) highlights 70%, most learning comes from on-the-job practical experience, with 20% learning from others and 10% through formal training.



70%	20%	10%
<b>Shadowing roles</b> within the council and potentially with external organisations to learn more about different role or work areas and what this involves	Consider the option of <b>coaching</b> which is a structured intervention within a set period which helps you to work through problems and find solutions, achieve your goals and develop your potential	Register for workshops or courses that are being offered in the council via the link to <a href="#">Derbyshire Learning Online</a>
70%	20%	10%
<b>Delivering presentations</b> to different audiences, complex situations	Being <b>mentored</b> which is a longer-term approach than coaching and once again supports personal and career development	Search and attend <b>webinars</b> that might support specific development needs
<b>Opportunity to act-up in role</b> to take on more accountability and challenge	Approach colleagues to ask them to provide <b>feedback</b>	
<b>Secondments</b> into other roles or lateral moves to acquire the skills and knowledge that you can't acquire in your current area of work	<b>Community of practice</b> is a group of people who come together to share skills knowledge or abilities	
Being a <b>mentor</b> - sharing your own skills and knowledge	<b>Blogs</b> explore different ideas and thoughts, develop thinking	
Being part of a variety of different <b>Project</b> or working groups outside your current area of work. This will support individuals to develop new skills and understand more about different areas of the council	Explore opportunities to <b>network externally</b>	
Consider your internal and external <b>network</b> opportunities and reflect on new networks that might		

increase your level of skills and knowledge in a specific area		
<b>Volunteering</b> outside the council		
<b>Apprenticeships</b> offered at the Council provide learning through all elements of the 70/20/10 model – further details visit <a href="#">Our Derbyshire – apprenticeships</a>		

Once the development priorities have been agreed, consider the **support** required to achieve them and who can help. **Success measures** will also ensure a robust development plan, how will the individual know when the development activity is achieved, include a target date.

Line Managers can also complete the Learning Request Form to propose a request for consideration if there is a gap in a person or teams learning and there is not already an available solution.

### 3. Build

Talking to the individual about career aspirations and development is great but if you really want to support them, then these conversations need to be followed by action plans. The **Personal Development Plan** should be updated to record and track development. The individual should capture the input from the development discussion. **See Appendix 1 for example Personal Development Plans.**

### 4. Action

The Personal Development Plan should be updated and treated as a live document, the individual should progress actions, actively review and share progress with their Line Manager. Ask for support with development activities, ensure regular conversations.

### 5. Review

Personal development planning is essential to continuing personal growth as well as enhancing capability and performance as an organisation. As both personal and organisation priorities change, individuals should regularly review their personal development plan. Managers should follow up with individuals after the development discussion as part of regular 1:1s to see if they are progressing or need further support.

### Development Plan – Summary of the top tips

- ✓ Development plan is owned by the individual, manager supports
- ✓ Engage individual to create their personal development plan
- ✓ Ensure that the development goals and career expectations are realistic
- ✓ Focus on no more than two or three development priorities in an agreed time frame
- ✓ Include a plan of action to achieve each goal
- ✓ Focus on development activities where the individual can maximise their strengths and focus on development areas
- ✓ Establish achievable timeframes and clear success measures
- ✓ Development plan is as a living document that continuously reflects changes in the individual's situation and skills and should be reviewed on a regular basis

**Appendix 1 – Example Personal Development Plans**

<b>Development priority</b>	<b>Development Activity</b>	<b>Support</b>	<b>Success criteria</b>	<b>Target Date</b>
What is the development need?	How are you going to develop in this area?	What support is required and by whom?	How will you know when you have achieved this?	
1) Become more proficient in the use of ICT to support hybrid working	Use the online learn centre Attend regular webinars to increase my level of IT skills Involvement in shared learning amongst wider team	Link in with and gain guidance from our departments digital champion  Shadow my colleague who runs Teams sessions monthly	Discuss my progress during my regular 1-1 meetings  Put my new IT skills into practice and manage large MS Team meetings more effectively	