

IDPs for Everyone: A Medical Library's Individual Development Plan Initiative

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What is an Individual Development Plan?

Documents that employees prepare in consultation with their supervisors to surface career goals within the context of organizational strategic objectives and priorities.

Pathways to build upon individual strengths to meet the demands of an employee's current role while considering overall career goals.

Developmental "action" plans that help move employees from where they are to where they would like to be or need to be. (NIH)



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Why Implement Individual Development Plan at Lane Library?

- Staff development
- Career planning
- Sustainability of services
- Succession planning
- Increase utilization of university-provided staff development funds
- Integrate strategic goals

4 Elements of Lane's IDP

Competencies (staff choose 1-3)

Strengths question

Career question

Professional Enrichment Plan

7 Competencies *

Communication

JEDI

Project Management

Positivity and Resilience

Managing through Change

Data Literacy

Functional Expertise

*Competencies are aligned with Lane's strategic goals



2 (multi-part) Questions

What strengths are currently underutilized in your current role? What ideas do you have on how we might leverage more of your strengths in your current role?

What next career steps, if any, are you interested in exploring outside your current role? How can your manager help you do that? And on what timeline?

3 Enrichment Types (The 3 Es)



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As you consider your quarterly development focus, consider leveraging the 3E model (left). Research shows that a mix of learning experiences that include education, exposure and experience yield the best new capabilities.



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Professional Enrichment Plan (2021)

Quarter	Activity	Completion Date / Discussion	Value or Impact
Fall	MLA Colleague Connection Match	October – January: monthly meetings with connection	Build a relationship with another medical librarian with more experience in MLA
Winter	Open COVID Trials project with R&I team	Not sure, project is kicking off in the Fall, but likely will wrap up in the Winter	Get experience using research tools and collaborating with colleagues in a research capacity

Assessment of 2021 Cycle

- Lead time too quick! Managers weren't prepared to assist staff in developing IDPs.
- Ongoing career conversations were spotty.
- Conflation of IDPs with the performance evaluation process.
- Most of the competencies resonated with the employees, but while there was a significant uptake in the JEDI competency, other competencies, such as data literacy had minimal uptake.

The 2022 Roll Out

- IDP training session for managers
- IDP form revision
- Deadline to submit the form to the manager
- IDP Framework connected competencies to related to goal
- JEDI integration
- **October 2022, Clifton StrengthsFinder introduced**

Clifton StrengthsFinder 4 Elements

STRATEGIC THINKING

Analytical Context Futuristic Ideation Input Intellection Learner Strategic

INFLUENCING

Activator Command Communication Competition Maximizer Self-Assurance Significance Woo

RELATIONSHIP BUILDING

Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator

EXECUTING

Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative

<https://www.gallup.com/cliftonstrengths>



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FY23 Lane Library Goals

Mission: Lane Library accelerates scientific discovery, clinical care, medical education and humanities through teaching, collaboration and delivery of biomedical and historical resources.

Goal 1: Diversity

1. IDEAL journey Completion
2. Alignment with CDIO and Commission on Justice & Equity recommendations
 - Expand and promote JEDI resources; JEDI conference report out

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Measures: All staff complete IDEAL journey by March 2023; increase JEDI collections spending by 10%; feature JEDI resources on blog and in newsletter; staff share JEDI content at Lane fall and spring conference report out sessions.

Goal 2: Employee Engagement/Leadership

1. Individual Development plans and leadership/career path training with documented meetings at least twice a year
2. StrengthsFinder for all staff
3. Courtyard Conversations at monthly Anchor days



Measure: All staff have IDP completed by January 2023, Update annually and with ≥ 2 x meetings/year. StrengthsFinder workshop November 2022; Continue Courtyard Conversations on Anchor days.

Goal 3: Lane Department

Successfully migrate and implement **FOLIO**, a new library platform system, with the Stanford University Libraries on August 19, 2023.



Measures: 100% Voyager staff users fully trained on FOLIO workflows by July 2023.



2022 Revisions to IDP

What are one or more actions that you can take this year to further develop your JEDI competency following IDEAL training?

**Embrace diversity.
Advance equity.
Cultivate inclusion.**



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**The IDEAL
Learning Journey**

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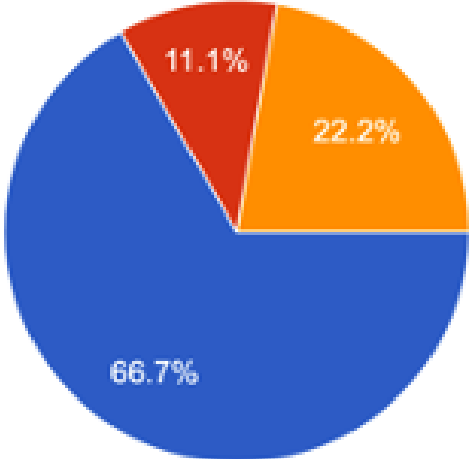
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2022 Revisions to IDP

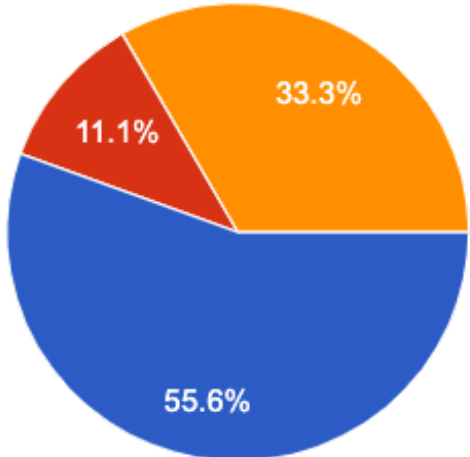
Quarter	Activity	Competency(s)	3E Type	Completion Date / Discussion
Fall				
Winter				
Spring				
Summer				

Employee Assessment of the IDP

Has the IDP process contributed to a better understanding of your strengths?



Has the IDP process contributed in a positive way to your career goals



● Yes
● No
● Not Sure



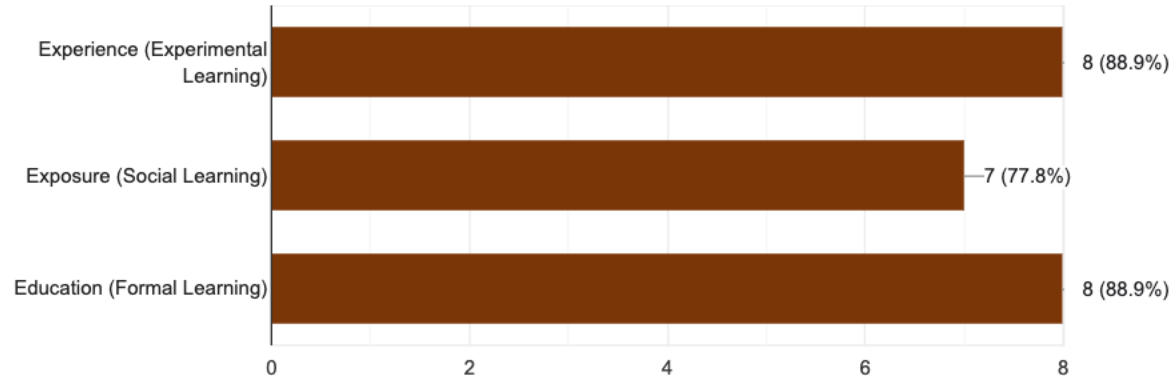
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Staff responses: In what way has the IDP been beneficial?

- It's a good reminder of what my goal is, so it's beneficial to me.
- It provides me with a "map" to follow for the year.
- I appreciated the self-reflective questions. It allowed me space and time to evaluate my strengths that I wasn't utilizing in my role and brainstorm ways to use them more, as well as focusing learning and training based on any weaknesses.
- I used Lane's IDP to catalyze conversations with both my direct reports and my supervisor about professional goals.

Distribution of the 3Es



Year 2: Employee Thoughts:

- I wish that I had had the IDP available when I first began my career at Stanford. I see it as worthwhile for the individual and for the Stanford community. It is a positive tool.
- I think we may need to add/discuss transferable skills in order to make me more qualified for many other jobs.
- It's a great framework to organize targeted learning opportunities and motivates me to use STAP (Stanford Tuition Assistance Program) in a strategic way.
- I would like more training on the IDP figure and an explanation of the three types of learning and why they are important to balance.

Assessment Conclusions

IDPs are easier to implement with new to Lane, early career, and exempt employees. We need to engage non-exempt and mid to late career employees in year 3.

“In general, new(er) employees were eager adopters and appreciated the tool as a way to focus their efforts toward learning goals.”

“I have had less success with two more veteran employees. They seem to see the tool and exercise as a requirement, and neither were interested in sharing their goals or plans for their future at Lane or beyond.”

We need to continue to build and emphasize a culture of learning and development through multiple mediums.

“The area that I explain frequently is the graphic showing education vs exposure vs experience and how one should try to find ways to emphasize each in their activities. Attending only classes or webinars doesn’t provide experience, etc.”

Work is still needed on positioning IDPs as a distinct yet complementary exercise to the annual performance appraisal process and personal goals.

“Staff still frequently confuse IDP competencies with performance goals or with having personal IDP goals instead of professional ones.”

“To be honest, I'm a bit confused about the purpose of this. It seems like it's about setting goals for our lives outside of work, which is great in theory, but it does involve sharing some personal information that I'm not totally comfortable with. Plus, we have to do some work on our own time to make it happen. I guess I just feel like work shouldn't spill over into our personal time like that.”

Tips for an IDP Rollout

- 1) Give sufficient lead time.
- 2) Train managers. Pilot tool with managers first if feasible.
- 3) Talk about IDPs frequently to normalize the process. Check in with managers frequently.
- 4) Coordinate the IDP rollout with a strength's- based tool and crucial conversation training.
- 5) Assess and revise.
- 6) Build a culture of learning and reflection.

Individual development and career planning are part of everyone's job!

References

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Thank You!

Questions?

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