Your Commitment to Development Matters!

Our generation of leadership is responsible for developing the next generation of leadership… leadership in all roles within the organization.

It starts with **YOU** as a manager!

Development Plan Toolkit
For Managers
Why Development?

At Manpower, developing people is what we do and is what we expect of our leaders; our Talent & Organization Development programs help us do this. It’s essential that we attract, select, develop, and retain the right talent so we have the capability to deliver our strategies and enable Manpower to WIN.

Company Objective: Create a corporate culture that underscores the organization’s commitment to employee development by:

- Promoting discussions with employees about their careers
- Gaining consensus about the current state and potential areas of opportunity for development
- Formulating ongoing development plans

This toolkit will help you:

- Understand the Talent Management System and timeline
- Understand your responsibility
- Understand your employees’ responsibility
- Understand how to complete development plans for your employees

The Talent Management System

The Talent Management System is Manpower’s process of how we analyze, attract and develop high quality people for the long term by creating an environment that promotes entrepreneurship, rewards high performance, and motivates everyone to reach their full potential.

Analyze
The Talent Management System begins with analyzing your talent portfolio.

Attract and Develop
The results of the analysis will determine whether the next step is to develop current talent and/or attract new talent.

After implementing either the development or attraction plan, return to analysis to evaluate the results & determine next steps. This guide will help you develop your employees by:

- Integrating talent management into your leadership philosophy
- Filling the pipeline with people capable of bigger roles and delivering extraordinary results
- Building a leadership culture
What is Manpower’s Development Philosophy?

Development is a fundamental component of Manpower’s culture.

- Development is a key part of our culture and of our success
- Leadership is responsible for creating an environment in which development is encouraged
- Development starts with great people
- Development is an investment of time and/or money
- Development involves taking some risks
- Developing people is a shared accountability
- People develop through self-awareness and through the 3Es: Exposure, Experience and Education as outlined below

Manpower’s Development Framework is comprised of the following areas:

**Exposure**
- Get involved in other areas of the business or seek opportunities to work in a new or different area of work (e.g. participation in a professional organization or exposure to executive leadership)

**Experience**
- Gain practical knowledge, skills, or practice from direct observation or participation in work-related opportunities (e.g. stretch assignments, peer coaching, and rotation to different areas of the business)

**Education**
- Accumulate knowledge, skills and values (individual training, web-based training, and professional/academic development)

**Self-Awareness**
- Career reflection and feedback to help identify areas of strength, growth opportunities, and blind spots (e.g. feedback used to focus on a knowledge, skill or experience gap).

**Manager’s Role**

As a manager, you are a critical component to your employee’s development:

- ✓ Create a supportive environment in which development is encouraged
- ✓ Help the employee know what is expected from the job and discuss where the employee is currently
- ✓ Give timely and specific feedback
- ✓ Help create the Development Plan
- ✓ Help find development opportunities for the employees
- ✓ Discuss development in formal or informal settings, (e.g., formally: monthly one-on-one meetings, development plan meeting; or, informally, lunch, breaks or day-to-day conversations)

In the end, employees are responsible for their own development, but you are a key facilitator. It is your responsibility to cultivate an environment of development with each employee. Please share the following responsibilities with your employees:
**Employee’s Role**

- Take ownership of your development
- Make an investment of your time
- Talk to your manager about your development
- Review your development plan frequently (no less than once per quarter) in order to stay on task with accomplishing your goals

**What do I need to know about the timing of development planning?**

**Developing people is what we expect of our leaders.**

Manpower has created the Leadership Development Profile (LDP) template for managers as a tool to use for creating development plans for their employees.

Refer to the following timeline in order to understand when to complete LDPs with your employees. Consult with your HR Manager to confirm the timeline.

**NOTE:** The chart below reflects a suggested Talent Calendar. Timing and completion of components will vary by division.

### The Talent Calendar

<table>
<thead>
<tr>
<th>Components</th>
<th>Includes…</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>TPR</td>
<td>Review of the year’s performance (Goals and Competencies)</td>
<td>January / February</td>
</tr>
<tr>
<td>Development Plans</td>
<td>Create and / or Update Development Plan</td>
<td>February / March</td>
</tr>
<tr>
<td>Business Talent Plans</td>
<td>Update</td>
<td>January / February</td>
</tr>
<tr>
<td>Talent Calibration</td>
<td>Review Talent at Bands 7-9</td>
<td>November / December / January</td>
</tr>
<tr>
<td>People Survey</td>
<td>Staff Completes Survey</td>
<td>September</td>
</tr>
<tr>
<td></td>
<td>Review Results of Survey</td>
<td>December / January</td>
</tr>
<tr>
<td></td>
<td>Create Plan to Address Results</td>
<td>February</td>
</tr>
<tr>
<td>People Leadership</td>
<td>WOW Meetings</td>
<td>Every Month</td>
</tr>
<tr>
<td></td>
<td>T&amp;OD Metrics</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Talent Plan</td>
<td></td>
</tr>
</tbody>
</table>
Resources

Use the following resources to help prepare for development planning.

- For questions regarding the pool of funds available for outside conferences, courses, or tuition reimbursement, please contact your Manager
- For general guidance or counsel on ideas for an employee’s development plan, please contact your manager, your HR Manager or Talent and Organization Development

What do you do?

Each employee should have an LDP created.

1. Forward the template to all new employees to complete for the upcoming year.
2. Review the LDP from the previous year for current employees.
3. Schedule a meeting to discuss with each employee (see example of Good LDP below).
4. Upon consensus, finalize the LDP; provide copy to employee.

NOTE:
- For employees in bands 7, 8 or 9, please complete the development plan within the LDP.
- For each of your individual contributors, you may utilize the entire template or simply complete the development plan (2nd sheet) if you like.
- Pictures are maintained for all employees in a band 7 role – contact Carol Newell for more information on how to accomplish this task.

Considerations when creating an LDP

Refer to the items from the Expectation Model of your employee’s position, their assessments, talent and performance reviews, and their individual career aspirations before the LDP is created. These tangible ideas and suggestions will help with creating an LDP from a holistic point of view.

Make sure each plan encompasses ideas for the employee to become more self-aware and be able to develop through exposure, experience, and educational activities. What those specific activities are will vary for each employee - be Fresh Thinking and Forward Looking when having the development conversation with your employees. Some suggestions are below, but please do not feel limited by these ideas alone.
Good development plans should consider:

- A healthy balance of the Development Framework (Exposure, Education, Experience and Self-Awareness). It should not focus more on one element of the framework than the others.
- A direct tie to career development
- Specific actions of each development objective. Ask yourself, what specific action am I going to take and how am I going to use this as a result of the objective?
- Actionable items relevant to future activities – not activities in the past

When talking to your employees about development make sure you:

- Ensure current performance is solid. If there are performance issues, address them first.
- Discuss employee’s career goals. Perhaps the employee wants to stay in the current role and develop deeper technical skills; or, the employee may want the next level job; or, the employee may want to move to a different department. These goals influence what type of development actions should be included on the development plan.
- Discuss areas of development that are needed to reach goals. What is the employee doing well that should be continued, and what areas need focus?
- Discuss how you and the employee want to talk about development in the future (WOW meetings, lunches, weekly, monthly, quarterly).
Things to remember when creating development plans:

- It is critical to tie the development actions to day-to-day activities that will drive business results. Ask yourself, how does this development action tie to business results or developing critical competencies?
- The plan needs to be customized to the employee. One development plan should never be created for all employees.
- Development actions that have the highest impact are on-the-job types of assignments.
- Be sure all development actions are SMART goals (Specific, Measurable, Attainable, Realistic, Timely).
- Do not include more than 3-5 development actions for the year.

Development Action Examples:

- **Education:** Instructor-led courses, online courses (TDC), professional/academic development, continuing education certification, courses at on-line or traditional colleges or universities.

- **Experience:** Division/company projects, job shadowing, on-the-job assignments, special projects, rotational assignments.

- **Exposure:** Industry/professional associations/boards, presenting, publishing, mentoring, small & large group activities/dialogue, networking.

- **Self-Awareness:** Actions will vary based on: 360 feedback, People Survey, new leader transition, monthly one-on-one or WOW meetings, assessment, coaching, self-study/practice, asking for feedback after a presentation or meeting, a survey or evaluation of a program the employee delivered.

How do I complete the LDP?
You should work with your employees to complete the LDP. The employee completes the initial draft and then discussions occur between employee and manager to gain consensus on the information. Once the information is agreed on, then your manager forwards the final LDP to Carol Newell in T&OD.

Step I: Employee completes his/her part of the LDP

**General Information:**
- Name; title; department; hire date; location (city, state)

**Professional Bio:**
- Professional bio
- Education
- Languages
- Mobility (relocation)
- Volunteer projects/boards

**Progression Plan:**
- 1 year goals
- 3-5 year goals

**Development Plan (worksheet two)**
- Provide tentative development actions and dates (focus around Education, Experience, Exposure, Self-Awareness)

**Step II: Manager and Employee discuss and finalize the remaining sections**
- Performance; Overall rating
- Leadership Success Model
- Leadership Behaviors
- Progression Plan
- 1:1 meeting, discussion around goals; objectives; timeframes to complete
- Email final LDP to Carol Newell in T&OD

**Step III: Continue throughout the year**
- Monthly/quarterly discussions (1:1 meetings)
- Ad hoc meetings
# Example of Good LDP

## Manpower Leadership Development Profile

**Name:** Carrie Madison  
**Title:** Branch Manager  
**Department/Division:** Midwest Division  
**Hire Date:** 5/30/04  
**Location (City, State):** Tomah, Wisconsin

<table>
<thead>
<tr>
<th>Performance</th>
<th>Overall Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008 Performance Rating:</td>
<td>Exceeds Expectations</td>
</tr>
<tr>
<td>2007 Performance Rating:</td>
<td>Meets Expectations</td>
</tr>
<tr>
<td>2006 Performance Rating:</td>
<td>Meets Expectations</td>
</tr>
<tr>
<td>Current Talent Assessment Rating:</td>
<td>N/A</td>
</tr>
<tr>
<td>Previous Talent Assessment Rating:</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### Leadership Success Model

<table>
<thead>
<tr>
<th>Consensus</th>
<th>Leadership Behaviors</th>
<th>Consensus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client:</td>
<td>Developing</td>
<td>Energizes and Mobilizes People:</td>
</tr>
<tr>
<td>People Leadership:</td>
<td>Achieved</td>
<td>Creates Winning Relationships:</td>
</tr>
<tr>
<td>Thought Leadership:</td>
<td>Developing</td>
<td>Drives Execution:</td>
</tr>
<tr>
<td>Day to Day:</td>
<td>Achieved</td>
<td>Builds the Business:</td>
</tr>
</tbody>
</table>

### Professional Bio:

**Previous Positions (last 8 yrs):**  
- JCPenney - 8/03-5/04, Customer Service Representative  
- Manpower - 5/04-present, Staffing Specialist, Branch Manager

**Employee 1 year career goals as discussed with manager:**  
I would like to expand my responsibilities as a manager. I’ve had successes in the Tomah office and would like to expand my experience by either adding offices or moving to a larger office within the region. This will help prepare me for the Regional Director role I aspire to hold in the next year or two. Would also like to expand my people leadership capabilities by adding sales staff to my team.

**Education (School, Degree, Major):**  
- Concordia University - BA - English

**Employee 3 year career goals as discussed with manager:**  
I would like to be a Regional Director in my current region; however, I am open to opportunities within the Midwest or Northeast Divisions.

**Languages:**  
- Read Write Converse  
- English RWC  
- Spanish C

**Mobility:**  
- Relocate? Yes  
- Where? Midwest, Northeast  
- Lateral? Yes

**Volunteer/Boards:**  
- Volunteer with Big Brothers/Big Sisters  
- President of Tomah SHRM chapter

### Overall manager comments:

Carrie has really blossomed in her role as a Branch Manager. She started with us as a Staffing Specialist and quickly learned the industry and Manpower processes. She had a smooth transition into the Branch Manager role three years ago. She has exceptional people skills and both clients and her staff respond to her well. She has done a great job of building her office and really developing her staff. I believe she has the potential to be a Regional Director in the next 1-2 years. What she will need to get to that level, however, is experience in a larger office/market. In the next year we will transfer her to a larger office in the region to help her get that experience.
## Development Plan

<table>
<thead>
<tr>
<th>Name</th>
<th>Carrie Madison</th>
<th>Manager</th>
<th>Tom Smith</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates of Plan</td>
<td>1/09-12/09</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal of Development Plan</td>
<td>Continue to grow in current role and prepare for RD role.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Examples of Development Actions (select from below)**

<table>
<thead>
<tr>
<th>Education</th>
<th>Experience</th>
<th>Exposure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intensive Training Courses</td>
<td>Stretch assignments</td>
<td>Industry/Prof Associations</td>
</tr>
<tr>
<td>Online training courses</td>
<td>Rotations</td>
<td>Presenting</td>
</tr>
<tr>
<td>Professional/academic development</td>
<td>Projects</td>
<td>Publishing</td>
</tr>
<tr>
<td></td>
<td>Shadowing</td>
<td>Mentoring</td>
</tr>
<tr>
<td></td>
<td>On the job assignments</td>
<td>Volunteer/Board Membership</td>
</tr>
</tbody>
</table>

**Self-Awareness**

Active Leadership 360 feedback
People Survey Results
1-1/WOW Meetings with Manager

<table>
<thead>
<tr>
<th>Development Action</th>
<th>Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience: Lead a project within the Division.</td>
<td>By Q3 2009</td>
<td>On track</td>
</tr>
<tr>
<td>Exposure: Present to local university business class</td>
<td>09/15/09</td>
<td>Reached out to college dean. Will propose date.</td>
</tr>
<tr>
<td>Exposure: Present at RD meeting</td>
<td>By Q4 2009</td>
<td>Next meeting 10/5/09</td>
</tr>
<tr>
<td>Self-awareness: Assessment feedback and integrate into Development plan.</td>
<td>5/1/2009</td>
<td>On track</td>
</tr>
<tr>
<td>Experience: Fill in for Regional Director when appropriate</td>
<td>On-going</td>
<td>Filled in for week in April. Will fill in again during last week in August.</td>
</tr>
</tbody>
</table>