



Please return this form to the P&O department of your institute or to P&O NWO-I PO Box 3021 3502 GA UTRECHT

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PROFESSIONAL DEVELOPMENT PLAN (PDP)

For the instructions for this form and for the preparation of the interview please see the 'explanation PDP' on pages i and ii.

Name: _____ Institute/research group: _____
 Start date appointment: _____ Date of birth: _____
 Position: _____ Date last interview: _____

1. What is the reason for this plan? What is the overall purpose of the development plan?

Briefly describe the background that forms the reason for making development agreements. For example, agreements from the performance and appraisal interview, changes in the circumstances of the employee or employer, employee's need for development etc. Then state the general purpose of the desired changes: does it concern the development within the position (innovation/more breadth/more depth) or outside of this (towards a different type of position), within or outside of the own organisational unit etc.

2. What needs to change? What is the aim of this plan?

Definition of the points to be developed and a description of the final outcome that is as testable as possible: at the end of the development trajectory what will the employee do differently once he or she has learned new things? Limit the number of points to be developed to a maximum of four.

Development point	Goal/outcome to be achieved
1.	
2.	
3.	
4.	

3. Which actions will be agreed upon to realise the development goals set in question 2?

State the actions agreed upon as tangibly as possible, stating who will take the initiative, the period in which the actions will be initiated and - insofar as it is relevant - the investment from the employer and employee in terms of time and money. (When establishing the employer's contribution for external courses Implementing Regulation 4 Study Facilities should be followed; please consult P&O.)

Action	Who?	Start with effect from	Contribution employer	Contribution employee
1.				
2.				
3.				
4.				

4. Which conditions must be satisfied for the actions stated in question 3 to be successful?

Establish whether measures are needed to give the employee the opportunity to realise the agreements from question 3. Think about support from colleagues, making resources available, adapting the job responsibilities etc.

5. When will the progress made with this plan be discussed?

Progress meeting in: _____ (month) _____ (year)

6. When and how will it be established whether the development trajectory has met its objective and the desired outcomes have been achieved?

Assessment in: _____ (month) _____ (year)

Evaluation method:

Space for additional comments from the employee:

The signatories agree with this plan and the actions and measures stated.

Employee:

Line manager:

Line manager's immediate superior:

Name

Name

Name

Date:

Date:

Date:

Signed for approval:

Signed for approval:

Signed for approval:

For employees who work in university research groups

Please send the original signed report to:

NWO Utrecht, P&O NWO-I, PO Box 3021, 3502 GA Utrecht

For employees working at an institute

Please send the original signed report to the P&O department of your institute.

EXPLANATION PDP

This explanation contains several questions that an employee and line manager can use to prepare for a professional development plan meeting.

Preparatory questions PDP - employee

These questions are intended to obtain ideas about how you would like to further develop in your work. You do not have to answer all of the questions. However, the questions do provide an overall impression about what you can think about when you consider your development. They will also help you to determine how your own ideas and wishes relate to what the employer would want. In general, the following applies: the clearer your own ideas for a personal development plan are, the better the personal development plan meeting will go. Furthermore, by preparing well you will be less dependent on the ideas and wishes of the employer.

Developments in your organisation and your discipline

- What do you think your discipline will look like in three years' time? Will a lot change? What do you think about this: what do you find attractive and what do you find difficult?
- What do you think your organisation unit will look like in three years' time? Will a lot change? What do you think about this: what do you find attractive and what do you find difficult?
- What do you think your job will look like in three years' time? Will a lot change? What do you think about this: what do you find attractive and what do you find difficult?

Developments in your position and your personal situation

- Which agreements did you make in your performance and appraisal interview that require a certain development from you? Have agreements already been made about this?
- What are your strengths? Do you want to build further on these?
- Which aspects of your work do you currently find difficult? What are your weak sides/points for improvement? Could changes be realised in these?
- In your work, what new things have you recently learned? How did you experience that: did you find this easy, interesting, stimulating? Do you want to build further on this?
- Are there issues in your private situation, which might mean that you want to do different things in your work?
- Are there things outside your work situation that you devote time to (for example hobbies, voluntary work, study) and which you think you could also make use of in your work?
- What do you want to achieve professionally - within or outside of your own department/organisation - in the coming year? And what would you like to have achieved in your work in three years' time?

Development points

- Compare the developments in your job, organisation, discipline and your personal situation and draw conclusions from this. Which change or development do you think is necessary viewed from the perspective of your job and the organisation? What do you think of this?
- Which change or development would you like to see yourself? What will your line manager think about that?
- Which development points do you wish to propose to your line manager?

Action plan

Try to think of actions that will enable you to develop further with respect to the points you stated. Think broader than courses or congress visits. There are other ways you can learn, such as self-study, shadowing a colleague, placement or work visit elsewhere, or being assigned special jobs to acquire new experience.

- How can you invest in this? Which actions can you take yourself (without your employer's assistance)? Can you do things in your own time? Are you prepared to incur some of the possible costs yourself?
- What do you expect from the employer? What else do you need in your work situation to be able to realise the actions? Think about support from colleagues, materials needed, changes to your responsibilities etc. Are your ideas realistic?

Do not make agreements in a PDP if you suspect that you will not be able to realise these! However, do try to find a challenge that you find attractive and that you would like to invest in.

Preparatory questions PDP - line manager

These questions are intended to obtain ideas about development points for an employee who you will draw up a PDP with. You do not have to answer all of the questions. However, the questions do provide an overall impression about what you can think about in your considerations and possibly, where you still need to make choices or investigate something before you can hold a PDP interview effectively.

Developments in your department and your environment

- Which developments do you see occurring in the discipline of your department? Which of these do you want to encourage in your department?
- What do you think your organisation will look like in three years' time? Will a lot change?
- What do you think your department will look like in three years' time? Will a lot change? Which developments within your department/organisation do you want to encourage? Which do you want to slow down?
- What do you think the position of the employee will look like in three years' time? Will a lot change?

Profile employee

- Which agreements were made in the last performance and appraisal interview that require a certain development from the employee? Have agreements already been made about this? Were the professional ambitions of the employee in the long term discussed during the interview?
- What are the employee's strengths? Do these need to be encouraged?
- What are the employee's weak sides/points for improvement? Do these need to be tackled?
- Which specific knowledge and expertise has the employee acquired over the course of time? What is the demand for this knowledge and expertise now and over the next three years?
- Which new things has the employee picked up recently? How did that go? Is more work expected in this area in the department (or elsewhere in the organisation)?
- Are there issues in the employee's private circumstances that will lead him or her to do other things in their work?

Development points

- Compare the developments in your department and environment with the profile of the employee and draw conclusions from this. Which change or development in the employee do you think is necessary from the perspective of the organisation?
- Which change or development do you think the employee would like? What do you think of this?
- Which points would you like to propose to the employee for his or her further development?

Action plan

Try to think of actions that will help the employee to make progress in the points that he or she needs to further develop. Think broader than courses or congress visits. There are other ways you can learn, such as self-study, shadowing a colleague, placement or work visit elsewhere, or being assigned special jobs to acquire new experience etc.

- How feasible will it be to realise the actions you have thought of? What are you prepared to invest as an employer in the actions that you have thought of? Is there budget available for this? Do not state anything in a PDP that you cannot realise!
- Please note: consult with P&O if you think you want to offer the employee a paid course. The remunerations for this are awarded in accordance with Implementing Regulation 4 (Study facilities).
- What do you expect from the employee in terms of initiative and investment?
- What else does the employee need to be able to do this? Think about support from colleagues, resources needed, adapting the job responsibilities etc.