

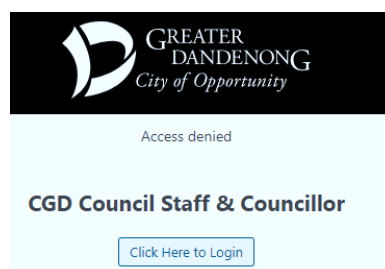
A GUIDE TO YOUR ANNUAL PERSONAL DEVELOPMENT PLAN (PDP)

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To start a PDP - click this button

You may get this message the first time you login to the forms site. If so, simply click the '**Click Here to Login**' button



Version No: 3.0

Date: 31 May 2023

Last updated: 1 August 2023

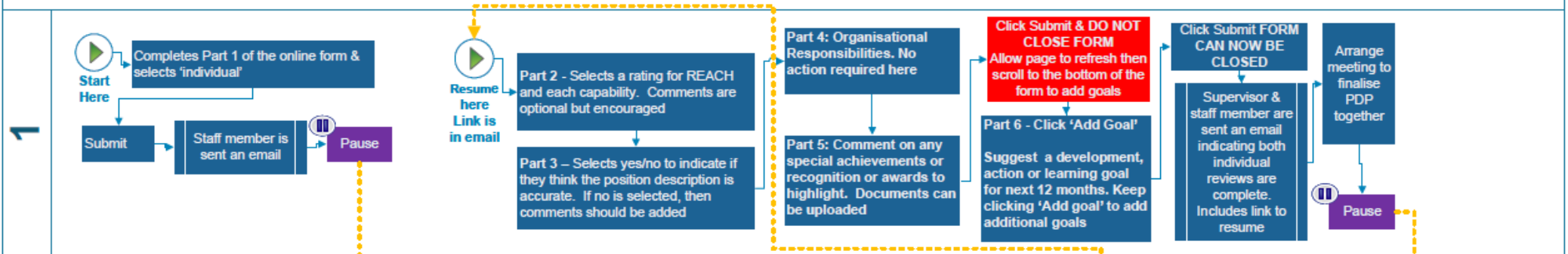
Prepared by: Organisational Development team

PROCESS FOR COMPLETING THE ONLINE PDP FORM

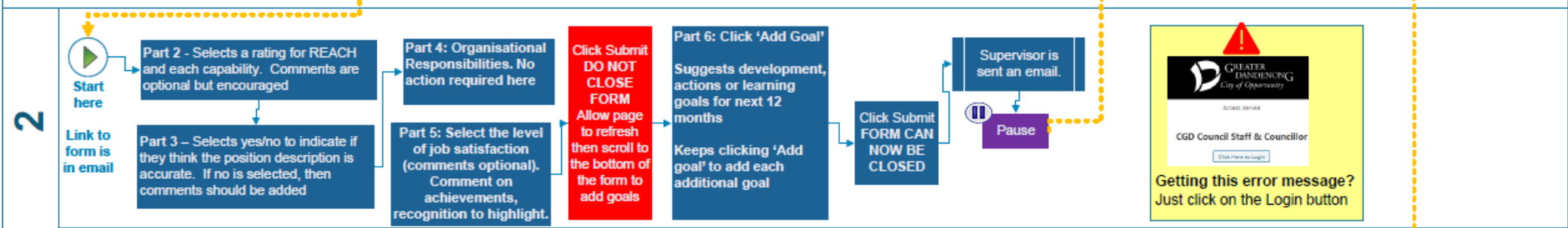


To pause and resume later, use the "SAVE FOR LATER" button. To resume/re-enter any form, any time, [click here](https://forms.greaterdandenong.vic.gov.au/admin-pages/personal-development-plan-workflow-inbox/)
OR <https://forms.greaterdandenong.vic.gov.au/admin-pages/personal-development-plan-workflow-inbox/>

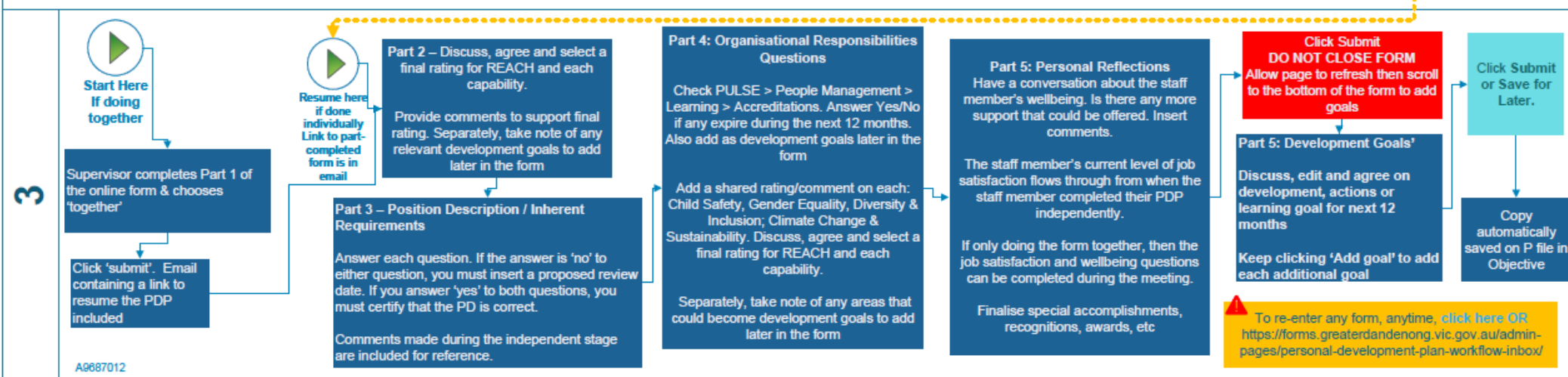
Supervisor actions – Start at 1 if the PDP will be completed individually. If only doing together, start at 3



Staff Member actions



Supervisor and Staff Member together



2. Background information

1. A PDP (Personal Development Plan) is a plan for an individual's personal development to support work priorities for the next year and current and future development needs.
2. The PDP is not used to evaluate performance, but to enable conversations about strengths and growth opportunities. Performance concerns should be managed in a separate process - guidance from Organisational Development may be required.
3. All staff, including managers, must have an annual PDP as outlined in Council's Enterprise Agreement.
4. PDPs for all staff must be completed between 1 July to 30 September each year. Please note for the first year of implementation these timeframes may vary.
5. PDP's are recorded using an online form. The form is started by the supervisor and can be completed jointly, or separately by the staff member and supervisor before coming together to finalise.
6. Ideally, you should aim to complete the form in one go. Support yourself by being well prepared prior to commencing the process. If you need to pause and resume later, you can do this by clicking on "save for later" at the bottom of the page.
7. Throughout the PDP process both the staff member and the supervisor will receive emails regarding the status of the process. Please check both focused inbox and other email folders if you have not received your notifications.
8. The form allows for status updates to be recorded against goals. It is recommended that the PDP form be revisited quarterly to monitor progress. A reminder email will be sent quarterly reminding the staff member/supervisor to revisit the form and update progress.
9. Plans are not finalised until the end of the 12 months. Once finalised, they're automatically filed in the employee's personnel file in Objective. Both the supervisor and staff member can view the [personnel file any time by using this link](#) (Objective Global Folder>Utility>Saved Searches>User Searches>Find Personnel File)

3. Ratings

Ratings are needed in relation to the REACH values, core capabilities and compliance sections (Child Safety; Gender Equity, Diversity & Inclusion; and Climate Change/Sustainability. This is the rating scale used:

Advanced	Fully proficient
• applies the capability intuitively to deal with complex organisational issues • is seen as a key resource in the organisation and coaches and mentors others in the application of the capability	• can apply the capability independently in a range of situations including in unpredictable and changing environments • understands how some policies and procedures can be adapted so the capability can be fully demonstrated
Developing	Starting out
• can apply the capability to own work with limited guidance and support and within standard working policies and procedures • demonstrates an understanding of how the capability can enhance their work and that of immediate team members	• demonstrates an understanding of the key principles on which this capability is based • often requires assistance and support in applying the capability to their own role even in stable and predictable situations

Part 1 – Start the PDP form (Supervisor only)

Important

The supervisor, or an authorised delegate (e.g. BSO), kicks-off the process for each employee. For each PDP, [click this link](#) to open a blank form. Please be aware that there might be a delay in each drop-down menu populating (up to 30 seconds). To ensure a smooth process, you need to wait until the supervisor's details have populated before proceeding to selecting the staff member's details. If you find the supervisor or staff member's details fail to populate after around 30 seconds, you should restart the process.

You should spend about 30 minutes before the PDP discussion to prepare. As a rule of thumb, each PDP discussion should take between 30 to 45 minutes to allow for good discussion about you and your development.

Part 1: Preparing for your PDP

Before commencing your PDP:

- Review your position description, noting any significant changes ensuring it accurately reflects the job you are doing. Please also check it is in Council's current [position description template](#).
- Check the Learning Module to confirm what accreditations, licenses and certificates are due to expire in the next 12 months.
- Familiarise yourself with [Council's Capability Framework](#), with a view to focusing on one or 2 capabilities that you would like to develop.
- Review [Council's BEACH](#) Principles and shared values and consider how these are demonstrated as part of your role
- Think about any compliance / legislative training required to ensure up to date knowledge. Consider organisational wide topics including Child Safety, Gender Equality, Diversity & Inclusion, Health Safety & Wellbeing, Climate Change & Sustainability. There may be some unique compliance requirements specific to the role to consider (e.g. Building Compliance, Nursing Registration etc.).

Supervisor (Required)

Staff member (Required)

Employee Number

How would you like to complete this PDP? (Required)

If you choose 'together', the staff member and supervisor are sitting together and jointly completing the form.
If you select individually, then the supervisor will complete the form first.

☐ Together
☐ Individually

Please select the staff member's capability profile (Required)

☐ Team Member
☐ People Leader
☐ Manager

Next

Choose the supervisor and staff member names. The Employee Number will auto populate

Choose how you intend the plan to be completed. Your selection will determine the workflow – See Note 1

Choose the capability profile applicable to the staff member – see Note 2.

Will trigger automatic notification/email to staff member/supervisor. The content of the email will vary depending if 'together' or 'individual selected'. See Note 3

Note 1

The PDP has two options: "Together" and "Individual"

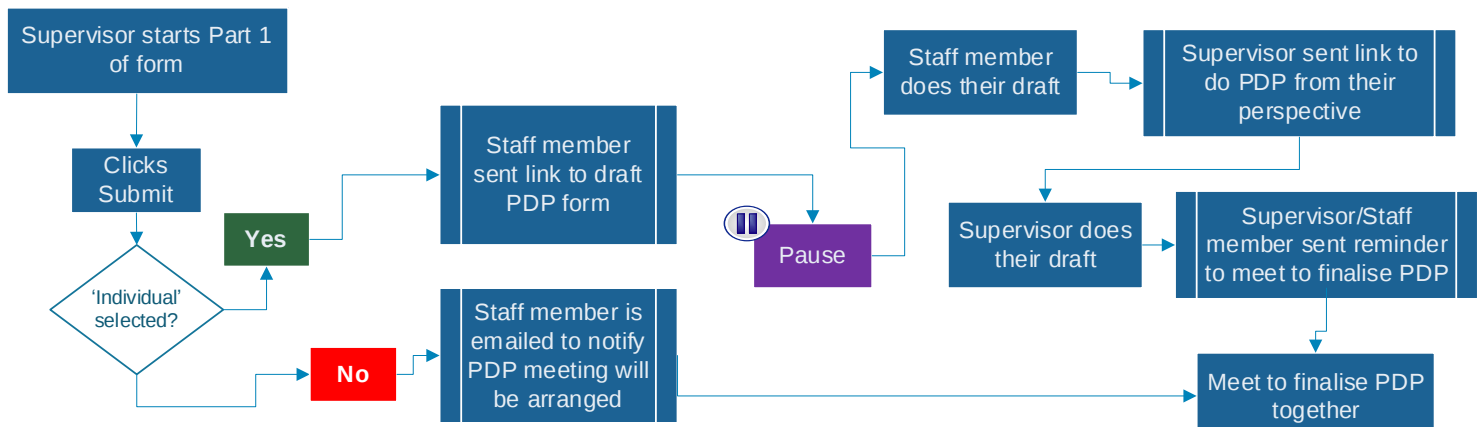
- Together** - the supervisor and staff member work through the form together
- Individual** - the supervisor and staff member each do an independent review and then meet to finalise together

Note 2

Choose the appropriate core capability profile for the staff member based on their role ([Council's Capability Framework](#))

- Team member = No direct reports
- People Leader = Up to and including Coordinators - has one or more direct reports
- Manager = Department/Business Unit level managers

Note 3



Part 2 – Discussion and reflections between staff member and supervisor

This section is all about reflecting on and identifying strengths and growth opportunities in relation to Council's [REACH](#) Values and [Core Capabilities](#).

- i** The capabilities focus on core skills or personal qualities all of us need to interact well with others, e.g. communication, collaboration, resilience in changing circumstances, etc.
- All of us have strengths and areas for improvement in each capability, regardless of our current position or band level.
- The capabilities are not performance indicators. They simply describe the skills and level required for success across all jobs and levels at Council. Lower or developing skill levels are not a reason for performance management or disciplinary action.
- Links to '**reflective questions**' are dotted throughout the form to help with answering these questions and identifying development opportunities. If you prefer, a complete list of reflective questions is at Appendix 3 and also on The Source > Personal Development Plans.
- When choosing a rating, choose the one that best reflects the overall proficiency level when the capability is considered as a whole. Rating is not an exact science. You can **note** any disparities in the comments sections for clarification and transparency purposes.

Completing this part of the form

- The link to start the PDP is in the email sent to either the supervisor or staff member when the supervisor submitted Part 1. The email is from **City of Greater Dandenong**. Alternatively re-enter through your [PDP Workflow Inbox](#) -
 - Scroll down until you reach **Part 2 Discussion and reflections between staff member and supervisor**.
 - If, in Step 1, the supervisor chose to complete the form together, simply discuss and agree on a shared rating and provide comments.
 - If the supervisor chose to complete the form individually, the staff member will first complete the form and when finished, the supervisor will be notified so they can complete their individual review before the final PDP meeting together.

Part 2: Discussion and reflections between staff member and supervisor

Select the proficiency level that best reflects the current DEMONSTRATED BEHAVIOUR. Prompting questions are attached to help. This is an opportunity for both the past 12 months and look forward to the next 12 months

REACH Values
Reflect and comment on the level to which the REACH behaviours have been demonstrated.

Respectful
Engaged
Accountable
Creative
Honest

To assist, some reflective questions are [attached](#). This link will take you to the reflective questions. They're also provided at the back of this guide.

Advanced	Fully proficient	Developing
applies the capability intuitively to deal with complex organisational issues is seen as a key resource in the organisation and coaches and mentors others in the application of the capability	can apply the capability independently in a range of situations including in unpredictable and changing environments understands how some policies and procedures can be adapted so the capability can be fully demonstrated	can apply the capability to own work with limited guidance and support and within standard working policies and procedures demonstrates an understanding of how the capability can enhance their work and that of immediate team members

Supervisor Response (Required)

☐ Starting Out
☒ Developing
☐ Fully Proficient
☐ Advanced

Supervisor Comments

Choose a rating

Comments are optional. Examples -

- General comments, i.e. {name} consistently models our REACH values and others look to them for guidance
- Provide a specific example you'd like acknowledged
- Note down possible development action which you can then be copied as a Development Goal

Part 3 – Position Description/Inherent Position Requirements (Staff Member and Supervisor)



- This section is about ensuring position descriptions remain accurate and regularly reviewed to meet Council's Enterprise Agreement requirements. Council's Enterprise Agreement states that all PDs must be reviewed annually.
- [Position Descriptions \(PDs\)](#) are important because they provide a clear understanding of the duties, responsibilities and expectations for each role at Council.
- PDs also help to establish a fair and consistent approach to recruitment, selection and are critical in supporting health and safety activities, including both physical and psychological health and safety.
- Discuss position specific considerations – technical skills & 'soft skills' (personal characteristics that help us to relate and work harmoniously and productively with others)
- They are an important tool for managers to provide feedback to employees and to support the identification of areas for development and training.

Completing this part of the form – individually

1. Indicate whether the current PD reflects the actual role being done.
 2. If **NO** is selected, you will be provided with a comment box where notes can be made to include in the final PDP discussion.

Part 3: Position Description/ Inherent Position Requirements

Does the existing PD reflect the current role? *(Required)*

☐ Yes ☐ No

Part 3: Position Description/ Inherent Position Requirements

Does the existing PD reflect the current role? *(Required)*

☐ Yes ☒ No

Please include in comments section below, any proposed changes to position description that you would like to discuss with your staff.

3. If **YES** is selected, this is the end of this section.

Completing this part of the form – together

1. Answer **Yes** or **No** to indicate if the existing PD is in the correct format. Council's PD template was updated during October 2022 to reflect a number of important changes. Therefore all PDs need to be progressively updated to the new format. as The importance of position descriptions on employee engagement cannot be over-stated. Having a current PD assists with job and role clarity. Unclear role clarity is a leading contributor to poor wellbeing, engagement and harms psychological health.

Part 3: Position Description/ Inherent Position Requirements

Please carry out a review of the existing position description in consultation with the staff member and people leader.

Council's Enterprise Agreements specifies that all PD's be reviewed annually to ensure they reflect current role requirements

Search 'Position Descriptions' in The Source for more information and support documents -

[Recruitment/position descriptions and bandings](#)

Discuss position specific considerations – technical skills & 'soft skills' (personal characteristics that help us to relate and work harmoniously and productively with others)

Is PD in the correct format, i.e. version created after October 2022 (Required)

☐ Yes ☐ No

Does the PD contain an accurate description of the current duties and inherent emotional, physical and other inherent requirements of the position? (Required)

☐ Yes ☒ No

You must review and update the inherent requirements of the position in Council's PD template format

2. Next, select **Yes** or **No** to indicate that the duties and inherent requirements of the position are accurately reflected in the PD. If the PD is not in the correct (current) template, the answer to this question must be No.

We commit to reviewing the existing position description by this date (Required)

dd/mm/yyyy



Final Comment

3. If you answered “No” to one or both of the above questions, you are required to now insert a future date by which you will have updated the existing position so that it more closely reflects the requirements of the position. Comments may also be added. (Reminder emails will be sent to the supervisor until confirmation that the PD has been updated. The first reminder email will be automatically sent around 1 week before the review date you enter)
4. If you answer “Yes” to 1 and 2 above, then you will be asked to certify that the existing position description is an accurate reflection of the job.

Is PD in the correct format, i.e. version created after October 2022 (Required)

☒ Yes ☐ No

Does the PD contain an accurate description of the current duties and inherent emotional, physical and other inherent requirements of the position? (Required)

☒ Yes ☐ No

We certify the contents of the existing position description accurately reflect the current job (Required)

☒ Yes ☐ No

Position Specific Compliance

To check if there are any unique accreditations specific to your role that will expire during this PDP period please check [Pulse Learning](#) accreditations before responding to this question.

Do any accreditations expire during this PDP period ☒ Yes ☐ No
Please list any expiring accreditations, including date of expiry

- Next you are required to check if any position specific accreditations expire during the coming 12 months. Things like, registrations, licences, certificates that are required to perform the position. You should check PULSE Accreditations for this information.
- If you select “Yes”, enter each expiring accreditation in the table, including the date of expiry. Then, when you’re completing development goals in Part 5, include expiring accreditations.

Part 4 – Other organisational responsibilities (Compliance)

This section is about capturing development opportunities in relation to organisational compliance activities and measures:

- Child Safety
- Gender Equality Diversity & Inclusion
- Climate Change & Sustainability

Completing this part of the form – individually

- No action required until the final PDP form is being done together

Completing this part of the form – together

- When the supervisor and staff member are together completing the PDP, there are a series of questions which will present. Choose **Yes** or **No** for each question and decide on a rating. Where there are development opportunities, take a note and add these as development goals in Part 5 of the form. **Note : both the staff member and supervisor input their own ratings and the a final rating is agreed.**

Child Safety			
Use the below questions to discuss and explore your responsibilities and obligations around Child Safety and Wellbeing under the Victoria Child Safe Standards. For more information on about your responsibilities in relation to Child Safety at Council see Child Safety The Source (greaterdandenong.vic.gov.au)			
Do you understand what your responsibilities are as part of your role in relation to child safety? ☐ Yes ☐ No			
Do you know Council's process for reporting child safety concerns? ☐ Yes ☐ No			
Do you use child safe behaviours relevant to your role? (for example, seeking permission from a child before having any physical contact, ensure contact is in public areas so other adults have oversight of the kind of contact that is being made). See Child Safe Code of Conduct for more examples of acceptable and unacceptable behaviours in relation to interactions with children. ☐ Yes ☐ No			
Discuss and note below any challenges or learning that might be helpful in your role.			
Advanced	Fully proficient	Developing	Starting out
applies the capability intuitively to deal with complex organisational issues is seen as a key resource in the organisation and coaches and mentors others in the application of the capability	can apply the capability independently in a range of situations including in unpredictable and changing environments understands how some policies and procedures can be adapted so the capability can be fully demonstrated	can apply the capability to own work with limited guidance and support and within standard working policies and procedures demonstrates an understanding of how the capability can enhance their work and that of immediate team members	demonstrates an understanding of the key principles on which this capability is based often requires assistance and support in applying the capability to their own role even in stable and predictable situations
Staff Member Response (Required) ☐ Starting Out ☐ Developing ☐ Fully Proficient ☐ Advanced	Supervisor Response (Required) ☐ Starting Out ☐ Developing ☐ Fully Proficient ☐ Advanced	Shared Response (Required) ☐ Starting Out ☐ Developing ☐ Fully Proficient ☐ Advanced	
Staff Member Comments 	Supervisor Comments 	Final Comment 	

Part 5 – Personal Reflections

Job Satisfaction

Completing this part of the form – individually

The screenshot shows the 'Job Satisfaction' section of a form. It includes a header 'Job Satisfaction' and a question 'What is your current level of job satisfaction?' with a rating scale from 1 (Extremely dissatisfied) to 10 (Extremely Satisfied). Below the rating scale is a 'Staff Member Comments' box.

1. The staff member chooses a rating level and comments to indicate their current level of job satisfaction. The purpose of this is to provide a basis for further discussion when the form is being completed together with the supervisor. If completing as a supervisor, this rating scale does not appear.

Completing this part of the form – together

1. If the form was completed individually before being done together, the rating flows through (as shown below). Otherwise during the 'together' meeting, the supervisor and staff member can have a conversation and decide an appropriate rating and what support might assist in increasing job satisfaction.

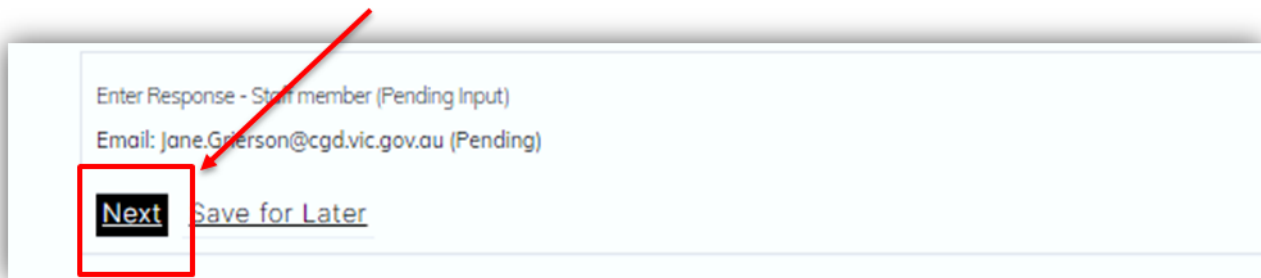
The screenshot shows the 'Job Satisfaction' section of a form for completion together. It includes a header 'Job Satisfaction' and a question 'What is your current level of job satisfaction?' with a rating scale from 1 (Extremely dissatisfied) to 10 (Extremely Satisfied). Below the rating scale is a 'Staff Member Comments' box. The 'Wellbeing' section is also visible, with a question 'Reflect on how you are currently tracking in terms of wellbeing...' and a 'Final Comment' box. A reminder at the bottom states: 'Reminder: You, or a member of your immediate family, can access Council's Employee Assistance Program at no cost to you, 24 hours a day, 7 days a week. Council offers 7 streams of support - Career Assist, Conflict Assist, Employee Assist, Family Assist, Manager Assist, Money Assist, Nutrition & Lifestyle Assist. More information at (insert link to <https://thesource.greaterdandenong.vic.gov.au/safety-health-and-wellbeing/employee-assistance-program>)'.

Special accomplishments, recognitions, awards

1. Everyone has development goals they achieve, other achievements, accomplishments, etc that should be celebrated. These can be captured in this section of the form.
2. When completing the form **individually**, both the supervisor and staff member can add. Documents, certificates, etc can be uploaded too.

3. When completing the form **together**, achievements can be confirmed and finalised.
The first part of the form is now completed. Click next to move to add development goals

Important



Enter Response - Staff member (Pending Input)
Email: Jane.Gnerson@cgd.vic.gov.au (Pending)

Next [Save for Later](#)

Clicking NEXT will start a refresh of the form. It may take a few seconds for the screen to refresh. YOU WILL BE RETURNED TO THE VERY TOP OF THE FORM. DO NOT CLOSE THE FORM NOW. INSTEAD, SCROLL DOWN TO THE BOTTOM OF THE FORM TO START ENTERING LEARNING AND DEVELOPMENT GOALS.

[If you need to pause and resume later, you can use the “Save for later” button. You can always resume by going to your dashboard – click here](#)

Part 6 – Development Goals

- i** This section is where **ALL** development goals for the next 12 months are listed. (See examples on Page 12)
- At the top of the page, all of the previous ratings are summarised. This helps to remember what has gone before and to assist with adding goals. Refer to this when setting goals.
 - Add as many goals as you wish.
 - Even if the job stays the same from year to year, there would always be at least one soft skill that can be developed, or training course to be undertaken.
 - Goals can include:
 - supports required to assist in developing current or future capabilities
 - key work deliverables for the next 12 months (the PDP is not intended to be your work plan)
 - actions to renew or obtain mandatory accreditations
 - areas of compliance
 - support for wellbeing
 - development of technical or soft skills for future positions
 - training courses
 - Remember that learning can happen in different ways and doesn't always require formal training. Consider multi-skilling, job rotation and job shadowing, e-learning, secondments.
 - Assign responsibility for each action
 - Information may be used by Organisational Development to develop strategies and identify training needs.

Before inserting goals for the next year, a summary of all ratings submitted to date will appear. In the example below, only the

Completing this part of the form – individually or together

Important

There are two editable tables in Part 5. The first table **“Goals”** is used to create goals for the next 12 months. Once goals are finalised, i.e. when the PDP form is finally submitted by the supervisor, goals can no longer be edited.

The second table **“Comments or file notes relating to goals, action or learning”** is where progress and status updates are recorded throughout the year. It is recommended both the supervisor and staff member update progress at least quarterly. To support this, quarterly reminder emails will be sent.

1. Click **“Add Goal”** for each draft goal proposed for the coming 12 months.

Part 6: Development Goals

This is where all personal development goals, actions and learning and development opportunities for the coming financial year should be added. Try to limit these to the 5-6 most important activities or goals. You should write them as 'SMART' goals that are specific, measurable, achievable, realistic and timely'. This section should include:

personal and professional development actions (consider areas of interest or improvement identified above in relation to Council's Core Capabilities and REACH values)

job specific technical skills training required for current role

consideration should also be given to succession planning

soft skills' (personal characteristics that help us to relate and work harmoniously and productively with others)

any learning, development or training required for future roles

any professional registration or accreditation requirements including mandatory accreditations expiring in this next 12 months and required for the current position. (check Learning module)

Key deliverables relevant to the position

any compliance / legislative training required to ensure up to date knowledge. Consider organisational wide topics including Child Safety, Gender Equality, Diversity & Inclusion, Health Safety & Wellbeing, Climate Change & Sustainability. There may be some unique compliance requirements specific to the role to consider (e.g. Building Compliance, Nursing Registration etc.)

Remember that learning can take many forms, including but not limited to formal training and on-job training (including multi-skilling, job rotation and job shadowing). Please ensure the actions required to progress training, learning & development activities are allocated to either the staff member or supervisor. For example, "Attend dealing with difficult customer training conducted by Proteus by April. Staff member to research and recommend options to Supervisor." Please note, this information will also be used by Organisational Development to do a training needs analysis to determine if there are training requirements not being addressed by courses currently being provided.

Goals

Please be aware that the details in the table below cannot be edited after completing your PDP

Details of goals, action or learning	Who is responsible	Due Date	Status	Comments
There are no goals.				

[Add Goal](#)

Add Goal

Details of goals, action or learning

Who is responsible

Due Date

Status

Comments

CancelAdd Goal

2. Repeat step to create each new draft goal.

Part 6: Development Goals

This is where all personal development goals, actions and learning and development opportunities for the coming financial year should be added. Try to limit these to the 5-6 most important activities or goals. You should write them as 'SMART' goals that are specific, measurable, achievable, realistic and timely'. This section should include:

- personal and professional development actions (consider areas of interest or improvement identified above in relation to Council's Core Capabilities and REACH values)
- job specific technical skills training required for current role
- consideration should also be given to succession planning
- soft skills' (personal characteristics that help us to relate and work harmoniously and productively with others)
- any learning, development or training required for future roles
- any professional registration or accreditation requirements including mandatory accreditations expiring in this next 12 months and required for the current position. (check Learning module)
- Key deliverables relevant to the position
- any compliance / legislative training required to ensure up to date knowledge. Consider organisational wide topics including Child Safety, Gender Equality, Diversity & Inclusion, Health Safety & Wellbeing, Climate Change & Sustainability. There may be some unique compliance requirements specific to the role to consider (e.g. Building Compliance, Nursing Registration etc.)

Remember that learning can take many forms, including but not limited to formal training and on-job training (including multi-skilling, job rotation and job shadowing). Please ensure the actions required to progress training, learning & development activities are allocated to either the staff member or supervisor. For example, "Attend dealing with difficult customer training conducted by Proteus by April. Staff member to research and recommend options to Supervisor." Please note, this information will also be used by Organisational Development to do a training needs analysis to determine if there are training requirements not being addressed by courses currently being provided.

Details of goals, action or learning	Who is responsible	Due Date	Status	Comments	
Act in the Team Leader position at least twice during the next 12 months. Jane to provide shadowing opportunities to develop Genevieve's abilities throughout the year.	Jane	21/02/2024	Not Commenced		Edit Delete
To improve risk management knowledge, enroll in the LGPro Certificate IV in Risk Management Essentials. Genevieve to organise enrolment within 2 months	Genevieve	01/11/2023	Not Commenced		Edit Delete
Supervisor to prepare at least three Child Safe Case studies to workshop during team meetings	Jane	12/06/2024	Not Commenced		Edit Delete

[Add Goal](#)

- Once all proposed goals are entered, or draft goals edited and finalised, Click **"SUBMIT"** to finish completing the online PDP form. Once submitted an automated email will be generated to either the supervisor or staff member outlining next steps in the process.
 - You can discuss, edit or delete any draft goals previously input by staff member or supervisor if the forms were first completed individually.
 - Add any final goals by first clicking the **Add Goal** button
 - Enter the details of the goal. Usually the status will start as **Not Commenced** to allow for updating throughout the coming 12 months
 - Repeat Steps 4 and 5 until all goals are entered
 - Click the **Submit** button. Goals are no longer editable once this action is taken. If you are not ready to finalise yet, click **SAVE FOR LATER. CLICK OUT OF THE ONLINE FORM TO CLOSE**
 - The PDP is saved and ready for the next step, i.e. If the form was being completed individually by the staff member, the supervisor will be notified. If it was the supervisor, then an email will be sent to the staff member advising a meeting will be arranged to finalise the PDP together.

Examples - development goals

• Relationship Management Capability example

Specific: Build and maintain better relationships with clients

Measurable: Conduct a survey to measure the satisfaction of clients

Achievable: Attend team meetings and provide support for any issues they may have

Relevant: Improving relationships with clients will increase the chance of positive word of mouth and better meeting standards

Time: Within 6 months

Specific: Develop my networking skills by attending industry events and building a professional network.

Measurable: Attend at least four industry events and make at least five new professional connections.

Achievable: Research relevant industry events and attend at least one per quarter, follow up with new connections via email or LinkedIn.

Relevant: Building a professional network can lead to new opportunities and help advance my career.

Time-bound: Attend at least four industry events and make at least five new professional connections within the next 12 months.

• Planning and Organising Capability example

Specific: I will work on improving my time management skills.

Measurable: I will use a time-tracking tool and aim to reduce time spent on non-essential tasks by 20%.

Achievable: I will prioritize my daily tasks and delegate responsibilities where appropriate to free up time.

Relevant: This goal is relevant to my role as it will help me meet deadlines and improve my productivity.

Time-bound: I will achieve this goal within the next 3 months.

- **General examples**

- To improve risk management knowledge, enrol in the LGPro Certificate IV in Risk Management Essentials. {staff member} to organise enrolment by [date]
- Finalise Council's 2023-24 Workforce Plan document in line with LG Act 2020 requirements by February 2024.
- Express interest in administration support secondments advertised internally. {name} responsible for exploring.
- Act in the Team Leader position at least twice during the next 12 months. {Team leader name} to provide shadowing opportunities to develop name's abilities throughout the year.
- To support caring obligations, {x} to submit an application for possible flexible working arrangements for consideration.

Appendix 1 - Help and support

- 1 For support or questions about the PDP process, contact zzOrgDevAdmin@cgd.vic.gov.au
- 2 If you wish to provide feedback about the form, please direct this to IT only through their online portal **The Source > I Want To > IT Request Portal > Report an Issue**
- 3. Alternatively, you can click the orange “Form Feedback” on the right of each online form to open the Report an Issue form

The image shows a web interface. At the top, there's a form with several input fields. One field contains the text "e key principles on which this". Below it, another field contains "t in applying the capability to lictable situations". To the right of these fields is a vertical orange button labeled "Form Feedback". An arrow points from the text "Alternatively, you can click the orange “Form Feedback”" to this button. Below the "Form Feedback" button is a section titled "Report an Issue". This section has a breadcrumb "Home > Report an Issue". It contains three input fields: "Requester*" with the value "jane.grierson@cgd.vic.gov.au", "Subject*", and "Description*". The "Description*" field has a rich text editor toolbar with icons for bold, italic, underline, list, link, unlink, image, and text color. Below the "Description*" field is a link "Attach a file (File size < 40 MB)". At the bottom of the "Report an Issue" section is a link "Associate Assets". At the very bottom of the form are two buttons: "Cancel" and "Submit".

Appendix 2 - Tracking progress – comments or file notes relating to goals, actions or learning

Important

To re-enter any form, at any time throughout the year, you can click into the link provided in the final email sent after the PDP is finalised.

A better option is to bookmark this link and to re-enter using the PDP Workflow Inbox which lists all PDP's for your staff. This allows you to re-enter to add progress and updates. https://forms.greaterdandenong.vic.gov.au/admin-pages/personal-development-plan-admin/?cgd_sso

Also, every 3 months, both the supervisor and staff member are emailed a link to enable them to return to the form to make comments and status updates on progress of goals.

Once the PDP and development goals for the next 12 months have been agreed, it is important to track progress towards goals throughout the PDP year in the below editable comments field.

1. [Click into your PDP Workflow Inbox](https://forms.greaterdandenong.vic.gov.au/admin-pages/personal-development-plan-admin/?cgd_sso) (https://forms.greaterdandenong.vic.gov.au/admin-pages/personal-development-plan-admin/?cgd_sso)

Personal Development Plan – Workflow Inbox

To Action

ID	Step	Submitted ↓	Staff member	Supervisor
175125	Additional Information 3 months	50 mins ago	Jane Grierson	Geneene Brownbill
175071	Additional Information submitted 9 months	19 hours ago	Geneene Brownbill	Geneene Brownbill
174858	Additional Information 3 months	August 7, 2023 at 8:28 am	Jane Grierson	Geneene Brownbill

2. Click into the entry ID of the PDP you want to update
3. The list only includes PDPs relevant to you/your staff
4. You can search or filter (see yellow highlights below)

ID	Step
175125	Additional Informatio

Step	Submitted
Additional Information 3 months	1 hour ago
Enter Response - Mutual individual	August 7, 2

5. After clicking into the PDP, you can scroll to the bottom of the form to update progress towards development goals
6. The starting development goals for the PDP year will display. These cannot be edited, only viewed.
7. To add progress comments, simply click into the table and add. It is recommended that the date the comment is added be included in all comments.

Comments or file notes relating to goals, action or learning

This table is not intended to be used when establishing goals for the next 12 months. Instead, use the table below to track progress toward goals throughout the PDP year. Feel free to add comments, notes, reminders, or new goals at anytime during the year. You will also receive quarterly reminders to update your progress.

21/09/2023 - Genene booked into LGPro Certificate IV in Risk Management Essentials for October 2023
15/10/2023 - First Child Safe Case study discussed at October team meeting. Lots of valuable feedback from staff

8. Once all comments are entered, click **Submit**. The form will remain open. Simply close the tab or return to the top of the page and click **Return to List to return to your list of PDPs**

Return to list

Appendix 3 - Reflective Questions

1 REACH Values

1. Continually reflect on how you carry out your work – not just during the PDP. Constantly ask yourself ‘what am I doing’, ‘what values are influencing my actions’, ‘how does this align to the REACH values’?
2. Thinking about your behaviour at work, can you share some ways you bring the REACH values to life in the way you work?
3. Where do you currently perform well in relation to REACH?
4. What can I do as your supervisor to support you?

2 Core Capability Framework

1 Relationship Management

Develops and maintains strong and enduring relationships with colleagues and/or external stakeholders which are built on mutual respect and commitment. Ensures that all people are treated with dignity and respect regardless of gender, ethnicity, religion or sexual orientation

People leaders	Team members
1. How do you ensure a range of views and opinions are encouraged and valued within your team? 2. How have you built strong and trusting relationships with your team members and across the broader directorate? 3. How do you ensure your outcomes are beneficial to all stakeholders? 4. What are the indicators that your team operates with integrity across all relationships?	1. In what ways do you demonstrate respect for the wide-ranging views and perspectives that are expressed in your teams? 2. What do you do to ensure you contribute effectively in team meetings? 3. In what ways do you demonstrate your commitment to team decisions? 4. In what ways do you demonstrate respect for other team members?

2 Planning & Organising

Thinks from a wholistic perspective and sees the patterns in the complex relationships that exist between the different parts of the organisation. Uses these insights to ensure that the organisations human, physical and financial resources are effectively used in the achievement of the organisation's, team's or the role's agreed priorities

People leaders	Team members
1. What strategies do you have in place to ensure team members are able to see the connections between the work of the team and the broader organisation? 2. How do you actively engage team members in the development of work plans and priorities? 3. What tools do you use to measure work unit resources and to ensure they achieve desired results? 4. How do you ensure corrective addresses concerns identified?	1. In what ways do you demonstrate respect for the wide-ranging views and perspectives that are expressed in your teams? 2. What do you do to ensure you contribute effectively in team meetings? 3. In what ways do you demonstrate your commitment to team decisions? 4. In what ways do you demonstrate respect for other team members?

3 People Development

Demonstrates a deep commitment to ongoing learning and development as fundamental to the organisation's sustained success and to the realisation of the potential of its people.

People leaders	Team members
1. In what ways do you encourage people to undertake professional and personal development? 2. How do you use reflection as a tool for development and organisational improvement? 3. What leadership practices have you used to engage and grow the capabilities of our team members? 4. How have you demonstrated your capacity to give and receive feedback? 5. What evidence can you provide to demonstrate your capacity to communicate with staff in a positive and proactive manner?	1. What do you do to identify and suggest opportunities for your own growth and development? 2. How do you seek feedback from others with a view to personal and professional development? 3. How have you looked for opportunities to grow your skills and knowledge? 4. How do you manage your own career development?

4 Future focused orientation

Demonstrates a deep commitment to ongoing learning and development as fundamental to the organisation's sustained success and to the realisation of the potential of its people.

People leaders	Team members
1. In what ways have you encouraged others to recognise and value the inevitability of change at Council? 2. How have you assisted the team to adapt to a constantly changing environment (for example communicating change information honestly, empathetically and in a timely manner)? 3. Have you identified any changes to systems or processes that led to effective organisational change initiatives? 4. How have you kept aware of emerging trends in the work of the team, particularly by monitoring the broader environment?	1. How do you incorporate things that are impacting the broader environment into how you carry out your work? 2. In what ways do you demonstrate that you can be flexible when change happens? 3. In times of change, how do you show your resilience? 4. What do you do to seek support during uncertainty?

5 Outcome orientation

Focuses on generating results for clients and the organisation. Demonstrates a strong commitment to a high performance culture by constantly striving for high quality customer service outcomes and accepting responsibility for outcomes within their control.

People leaders	Team members
1. How can you demonstrate that you create opportunities for people to come together and creatively address issues facing the team and their clients (customers)? 2. What have you done to set short-term goals with the team so the team can achieve agreed objectives? 3. What tools do you use to track progress against job expectations and make adjustments as required?	1. When have you been prepared to take an informed risk to solve a client issue? 2. How do you go about making sure that your tasks are completed to the required standards on a consistent basis? 3. What do you do to ensure your respond promptly and appropriately to requests for service? 4. What is it you do that demonstrates you follow established practices and procedures?

6 Service focus

Ensures there is a focus on delivering work priorities to agreed quality and timeliness standards.

People leaders	Team members
1. What evidence can you share to demonstrate your commitment to quality client/customer service? 2. How do you maintain regular communication with your customers to ensure mutual expectations are clear? 3. What do you do to ensure responses to client/customer requests or complaints are responded to appropriately?	1. How have you shown that you are friendly and responsive to your clients/customers? 2. What do you do to ensure you deliver quality outcomes to your clients/customers? 3. How do you demonstrate your treat client/customer issues with concern and importance?

7 Safety, health and wellbeing

Demonstrates self-awareness through understanding own responses to a range of situations as well as understanding the impact their behaviour has on others.

People leaders	Team members
1. In what ways have you aligned your team's work plans with Council's vision and objectives for employee safety, health and wellbeing? 2. How do you ensure adequate resources are allocated to achieve safety, health and wellbeing initiatives and objectives? 3. How have you monitored performance indicators to ensure continuous improvement of safety, health and wellbeing practices and culture?	1. How have you demonstrated your willingness to actively participate in discussions and activities aimed at improving safety, health and wellbeing? 2. What do you do to take responsibility for your own safety, health and wellbeing and that of others you interact with? 3. What have you done to support and encourage your colleagues to participate in safety, health and wellbeing initiatives?

8 Self-management

Demonstrates self-awareness through understanding own responses to a range of situations as well as understanding the impact their behaviour has on others.

People leaders & team members
1. When have you accepted personal responsibility for outcomes that were within your control? 2. What evidence can you share to demonstrate that you regulate and adapt your behaviour according to the circumstances and audience? 3. How do you seek feedback from others for the purposes of reflecting on your own work performance, with a view to self-improvement? 4. What do you do that demonstrates your model Greater Dandenong's ethical and organisational standards? 5. In situations of ambiguity and pressure, how do you ensure you continue to act decisively?

3 Compliance

Prompting reflective questions for the compliance are embedded in the online form.

Appendix 4 – Frequently Asked Questions

1 Why do we have to do PDPs?

PDPs are a great way to recognise and develop your strengths and skills, regardless of your position. It's also an opportunity to build a strong relationship with your supervisor and foster a culture of mutual respect and trust in the workplace. By sharing openly and honestly in your PDP, you can work together to ensure your ongoing development and success in your role.

PDPs are mandatory for all staff and there are three main reasons why:

- Firstly, they support the Workforce Plan required under the Local Government Act, which aims to build staff capabilities to deliver Council services to the community.
- Secondly, our Enterprise Agreement requires an annual development plan be completed, outlining required competencies, training, performance standards, and time frames for completion.
- Lastly, PDPs support Council's Gender Equality Action Plan, providing a structured framework for discussions that support all employees, regardless of gender, to learn, advance their careers, attain financial self-sufficiency, and choose fulfilling work that aligns with their values and interests.

2 When do PDPs have to be done?

Every employee is required to complete an annual PDP between 1 July and 30 September each year. Please note for the first year of implementation these timeframes may vary.

3 What's in it for me?

Creating a Personal Development Plan (PDP) can be beneficial for both you and your supervisor, as it provides opportunities to:

- Strengthen your working relationship
- Identify the support you need to succeed in your current and future roles, including developing your skills and capabilities
- Share feedback on what's working well and areas for improvement
- Recognise and celebrate your successes and achievements
- Reflect on the past year and plan for the upcoming year
- Identify future training and development needs to enhance your capabilities
- Ensure any mandatory licenses, certificates, or qualifications are up to date
- Review and update your position description as needed.

4 How are PDPs done?

Using an [online form](#) developed in partnership between the IT and OD teams.

5 Who else sees my PDP?

Just you and your supervisor. OD or higher-level management does not, see the PDPs unless there is a valid reason for doing so.

6 My job never changes so I just give the same responses every year. So why do I need a PDP?

With the new PDP, the focus has shifted to personal and individual development. Every one of us, regardless of the job we do, has areas that can be developed. The focus now is on what skills, knowledge and abilities you need to do your job and less on what you have to do or achieve each year.

So it's unlikely under the new PDP format that you will be able to, or feel the need to, give the same response each PDP.

Also, the fact remains that under Council's Enterprise Agreement, everyone is required to have an annual PDP each year. The new PDP format focuses on developing your skills, knowledge, and abilities to perform your job better. You won't have to give the same response each year as the focus is on your personal development needs. Additionally, everyone is required to have an annual PDP under Council's Enterprise Agreement.

7 How do I organise training or development activities?

Any training organised by Council is advertised in PULSE > Learning and can be applied for using PULSE. Additionally, PULSE > Learning offers a range of eLearning courses that are available to anyone at any time. You can view the course directory and select any course that interests you.

Did you know that you can access over 16,000 free online courses in English, French, German, Japanese, Spanish, Mandarin and Portuguese through Council's Library service? To access these courses, you need to be a Library member. Visit <https://www.linkedin.com/learning-login/go/cgd/> to find your next free online course.

If you wish to undertake external training or development, you need to get approval from your supervisor. You can request external training using Council's online training request form. Remember to complete the online training history form whenever you request external training, events, workshops, seminars or conferences to ensure that it is captured in your training history and personnel file.

[Link to online form](#)

[Link to instructions](#)

Development isn't only about training courses though. On The Source, we have a document called [A-Z of professional development ideas](#). Have a read of this for more ideas.

Council's employee assistance program helps with employee career development and planning. Please visit [The Source](#) for further information.

8 The PDP makes me anxious. Do I have to have one?

It's understandable to feel anxious about having a PDP. Some people worry that it will only focus on the negatives or uncompleted tasks from the past year, while others may be content with their current job and not have any specific career plans.

However, it's important to remember that the PDP is designed to help you be the best you can be, regardless of your career aspirations. It's an opportunity to learn new skills, improve your performance, and contribute to Council's goals. If you feel nervous about the PDP, don't hesitate to talk to your supervisor about your concerns. Together, you can work towards making the PDP a positive experience for both of you.

9 Does my supervisor/manager do a PDP?

Yes. The requirement for a PDP applies to all staff covered by the Agreement.

Staff outside of the Agreement also have an annual review although the process is different. They still have to consider their development needs including Council's Core Capabilities and REACH values.

10 What happens if my supervisor doesn't do PDPs with their staff?

If you feel comfortable, we encourage you to chat directly with your supervisor and request they complete a PDP with you. You can also contact a member of the OD team on zzorgdevadmin@cgd.vic.gov.au

11 Why do I have to do it every year when other people in the department don't?

That's a great point. It's important to focus on what you can control and not let the actions of others affect your own progress and development. If you feel that others not completing their PDPs is hindering your work, it may be worth discussing with your supervisor or EAP to explore potential solutions. It's always better to address any concerns or frustrations openly and constructively rather than letting them fester and negatively impact your own work and well-being.

13 Can't we just use a paper form? Why does it have to be done online?

Council recognises the importance of sustainability and has taken steps to reduce its paper usage by implementing digital or online forms and systems, such as for the PDP process.

The PDP form is not a replacement for the conversations and relationship between you and your supervisor, which are the most important aspects of the process. The system simply serves as a recording mechanism for the important information discussed during these conversations.

OD will continue to work with the IT team to improve the online PDP form over time.

14 Who is responsible?

The business unit manager has ultimate responsibility to ensure each team member has an annual PDP. Each quarter, the number of PDPs is reported to the Executive Team.

15 How long should my PDP take?

The time required for preparing and conducting a PDP discussion can vary depending on a range of factors, such as the level of detail required, the complexity of the job, the number of goals and objectives to be discussed, and the experience of the supervisor and employee in conducting PDPs.

As a general guide, it is recommended to allow at least 30 minutes for preparing for the PDP discussion, and up to an hour for the actual discussion itself. However, this may vary and should be determined based on individual circumstances.

It is important to ensure that there is enough time set aside to have a meaningful conversation and to discuss all relevant aspects of the PDP.

16 Is the PDP looked at again once it is in place?

Yes.

When the plan is submitted, a unique link is generated which allows both the staff member and supervisor to return to the online form and make progress updates throughout the year.

A reminder email containing the unique link is sent to both the staff member and supervisor each quarter. You and your supervisor are both responsible to monitoring progress. The responsibility doesn't solely rest with the supervisor.

You can also use the link below to go to the dashboard to return to your PDPs

[Click into your PDP Workflow Inbox \(https://forms.greaterdandenong.vic.gov.au/admin-pages/personal-development-plan-admin/?cgd_sso\)](https://forms.greaterdandenong.vic.gov.au/admin-pages/personal-development-plan-admin/?cgd_sso)