

People Development at (Company Name)

(Version Date)

Since (Company/Agency Name) began in (founding year), our growth and sustainability depended on having the best people in critical roles managing the business. Today, the need for effective managers and team members at every level is the single most critical requirement for our continued growth. The challenge is clear... (Company/Agency Name) needs the commitment of every team member in every (names of locations) to make people development a priority in every business day.

People Development Philosophy

As individuals, we demand total accountability from ourselves; as managers we support the accountabilities of others. Each of us at (Company/Agency Name) is accountable for identifying our own personal development needs and for taking every opportunity to develop ourselves. Managers must help team members grow by providing on-the-job learning, coaching and training essential for professional development. We follow a simple philosophy in developing people at (Company/Agency Name)...give a team member a job, provide the necessary resources, and then hold them accountable for their performance.

Certain fundamental philosophies underlie our approach to people development. In selecting team members, we always try to choose the best candidate and are committed to diversity in our organization at all levels. We aim to balance the filling of positions – management and other team members - from outside and within the business, whether through promotion, lateral move or transfer to another site. Above all, we believe ordinary team members and managers become extraordinary leaders when they possess a breadth of experience...experience they get by working in different departments, functions or sites.

The Role of the Business

People do not develop by chance. Their growth is the result of a continuous learning process; one that relies on participation from all levels of (Company/Agency Name) management. Within (Company/Agency Name), people development happens in many ways, especially in the working relationships between managers and their team members. An experienced manager, combining coaching skills with effective continuous feedback (positive & constructive), is a vital catalyst for a team member's growth. Important to the success of this process is the team member's freedom to take calculated risks, make mistakes and learn from those mistakes.

The Role of the Team Member

Growth and development at (Company/Agency Name) is a career-long process. Professional growth entails that the team member be willing to stay current with required skill sets, take all opportunities for development and realistically assess his or her own performance and development needs.

The Importance of People Development

People development at (Company/Agency Name) is important because we are in the business of transforming the lives of our participants and team members. We believe in development for all team members and will prioritize development dollars for team members who are high performers and/or have high potential for promotional opportunities. The needs of the individual and the needs of the business will be considered when making development decisions and spending development dollars.

We focus on people development because it:

- Is a manifestation of our mission and our brand

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- Facilitates our ability to execute our vision and grow as a business
- Is the source of our innovation
- Builds bench strength and successors for key positions
- Ensures we have the right team members available to meet the future needs of the business
- Is a powerful retention tool
- Is our belief that talent attracts more talent; and talent attracts more funding, donations and businesses/services

We believe that effective people development leads to:

- A healthy pipeline of emerging leaders
- Fully engaged team members
- A reduction of unwanted turnover
- The achievement of our strategic plans
- (Company/Agency Name) as *the*
 - nonprofit employer of choice
 - best-in-class for our stakeholders, and
 - source of talent for other businesses

The people development plan includes four distinct components:

1. **The resourcing needs** – identifies the number of people and related skills required to meet the needs of the business over the strategic plan timeframe (1-3 years)
2. **The resourcing plan** – identifies the best balance between recruiting and hiring from outside (Company/Agency Name) with internal hiring via promotions, lateral transfers and key project assignments
3. **The performance appraisal process** – is a continuous, informal and formal exchange between a team member and manager, including ongoing feedback (positive and constructive) and performance assessments
4. **The performance development process** – is a continuous process that lasts throughout a team member's career at (Company/Agency Name) that ensures development and training in (Company/Agency Name)'s operating strategies, culture and values, specialized job-related technical development and management development appropriate for specific levels in the organization.

Measuring our People Development Impact

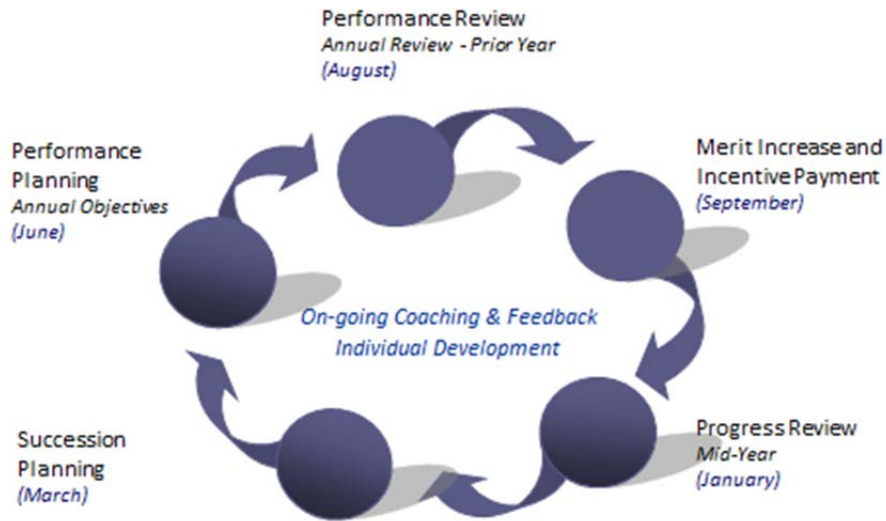
Each year, a team member's performance and potential is assessed, using (Company/Agency Name)'s performance and potential assessment processes. Team members conduct a self-assessment of their performance on their objectives. Each department head then prepares his or her own assessment of each team member's performance and development needs. This assessment is calibrated across departments and at each level to ensure consistency across the organization and to determine development needs at specific levels of the organization. Plans are developed to ensure gaps in management and other key positions are identified and filled and team members have been developed. Each team member's performance is based on three important criteria:

1. Performance on business objectives
2. Performance on people development objectives – self and team
3. Readiness of team members in their department for promotion, lateral transfer or other special assignments

The People Development Process

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The pool of talent at (Company/Agency Name) depends on the commitment made by each (Company/Agency Name) team member. In considering this commitment, it is essential to remember three things:

1. Performance is only a part of potential – within each of us lies considerable talent, limited only by our willingness to develop ourselves
2. Development begins from within – each of us must proactively engage in our own development, not wait for our managers to drive our individual development plans
3. Professional growth is the best kind of personal investment – developing our leadership skills is an investment in ourselves that pays dividends over many years in our careers and in our lives