

Granite Rock's Individual Professional Development Plan

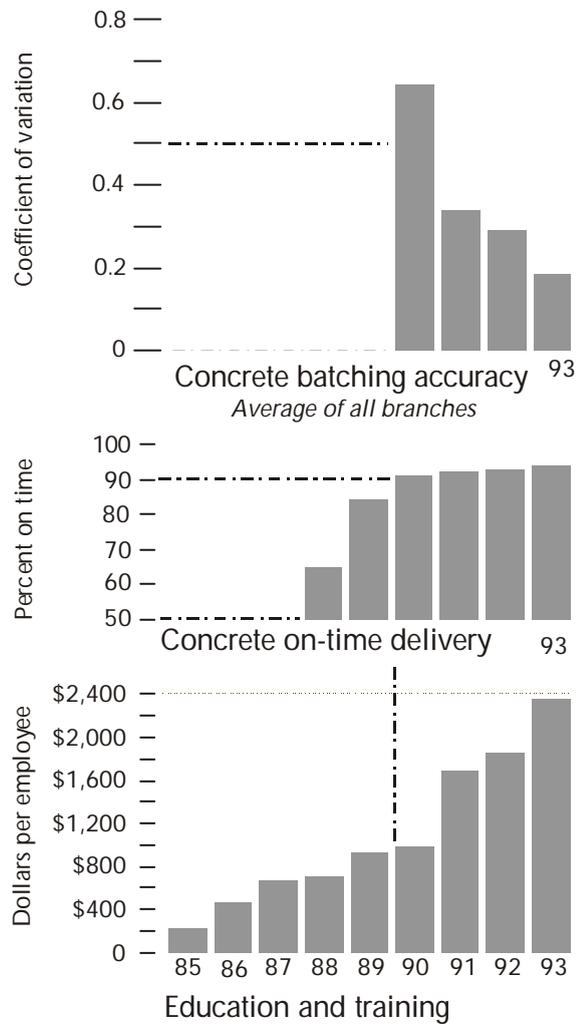
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'Graniterock people have the freedom to do their best... every dollar spent on employee improvement is an investment in the employee's and the company's futures'

Dave Franceschi

Links between education, training and performance at Granite Rock



Graniterock's Individual Professional Development Plan, or IPDP (colloquially known as the *ippydippy*), is the company's basic people development tool. It is a comprehensive process for integrating the company's human resource needs and quality objectives with the individual's aspirations and abilities through education and training.

For company background see the **Granite Rock** case study.

Begun in 1987, Graniterock's IPDP allows people to set goals for professional development in conjunction with the company's direction. It's available to everyone and is a voluntary commitment. Today that means more than 87% of the company, says Dave Franceschi, manager quality support at Graniterock.

Individual IPDPs are negotiated annually (some people do opt out - perhaps because they are happy with their position and see no need for change). Only 5% of the ippydippy process is appraisal, 95% is about looking forward. The process is linked to promotion, but unlike most employee evaluation systems, it doesn't emphasize past performance.

Graniterock spends about \$2,350 annually per employee on education and training. Each employee spends about 43 hours a year learning more — called *life-long learning* at Graniterock. The training pays big dividends, according to CEO Bruce Woolpert. Graniterock's insurance costs are about \$2 million lower than they were when training was started in earnest and the company has grown considerably over the same period of time. Training also has been key to improving margins and increasing market share.

"In particular, there is no way to deliver on the **yes we will** standard of customer care without having everyone in the company becoming an expert on product specifications, construction site conditions and requirements. Everyone in the company is operating like a manager and has the knowledge to do a good job. In other companies, knowledge is used as a source of power — to keep people in their roles of actors rather than managers — and we reject this approach." Woolpert says.

Lots of training and educational benefits, plus the empowerment to use that training, also has another benefit—it eliminates the *us against them* attitude sometimes found between union workers and management. Management and hourly people attend the same classes, hear the same speakers and stay in the same hotels when they travel.

IPDP details

IPDPs replace conventional job descriptions and performance reviews. Every year a worker sits down with his or her supervisor and maps out a series of goals — for skill development, training, advancement, and on-the-job accomplishments. A concrete-plant operator's list might include, 'Know how to develop and implement an improved maintenance plan for the plant; gain knowledge of basic concrete-sales techniques.'

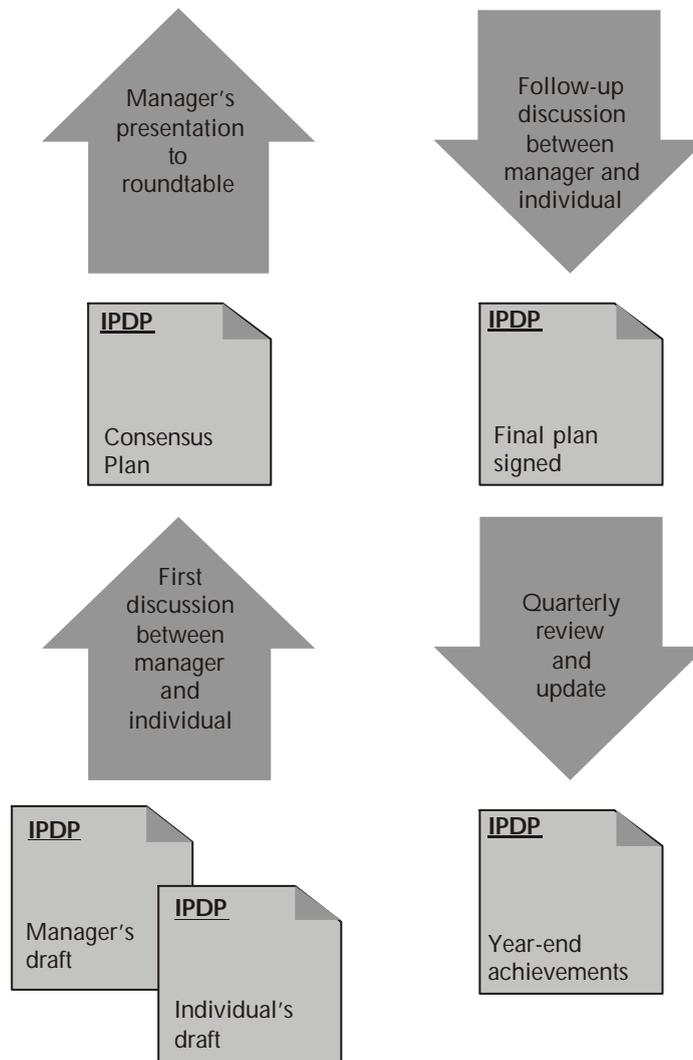
The IPDP includes a how-I'll-get-there section ('attend a seminar on maintenance requirements and maintenance tracking; spend approximately eight hours per quarter working with sales manager to learn basic selling techniques'), along with target dates. Every quarter, employees review their progress toward the goals.

The IPDP system offers practical benefits for the company: managers say it helps them spot talent and ambition that might otherwise be frittered away. Less tangibly, it helps build loyalty. 'There's our Saturday safety meetings,' says union truck driver Bill Gears, ticking off what he likes about his employer. 'There's our training schedules, all the new things we can learn; there's our evaluation, what we plan on doing, what we'd like to accomplish, the IPDP. When you go home knowing that the company cares for you — well, how does that feel?'

Process illustration

Below is a schematic illustration of the IPDP process, from Graniterock material:

Roundtable discussion: Managers discuss each IPDP with executive committee members and other participating managers



And below are example and sample pages that illustrate what the IPDP paperwork looks like ... taken from Graniterock samples, edited to fit Internet requirements.

Sample IPDP - first year

Check as appropriate
 Individual's first draft
 Supervisor's first draft
 Consensus form
(to be brought to roundtable)
 Final form

Graniterock

INDIVIDUAL PROFESSIONAL DEVELOPMENT PLAN

Name Ima Driver IPDP plan year 1 / 94 to 1 / 95
month/year month/year

Position Mixer driver Branch/location Monterey - 341

Hire date June 1, 1993 Time in current position 6 months

A Major job responsibilities *Include major responsibilities; new responsibilities made possible by last year's development (star these with *)*

1. Operate all vehicles in a safe, courteous manner
2. Ensure customer satisfaction by delivering the specified product to the right place at the right time
3. Maintain daily vehicle inspection reports, assuring that each vehicle is safe and well-maintained
4. Support the nine corporate objectives and all company policies while striving for continuous improvement; follow established procedures

First year participation; no prior IPDP

Special accomplishments

- *completed first six months of Graniterock service without any accidents or violations
- *Attended driver training/vehicle inspection class
- *actively participated on branch driver safety quality team.

Page 1

Source - Graniterock

E Development plan for the period beginning __/__/__ and ending __/__/__

Column 1 - planned experience activities

Include how skills will be learned, with at least one learning activity/experience per objective in Section D. Number items to correspond with Section D.

1. Be instructed by the branch salesperson, dispatcher and manager with regard to the code patterns of mix design numbers

- 2(a). Attend Frontline Leadership module "Dealing with Emotional Behaviour."
(b). Enroll in Dale Carnegie course on "Public Speaking and Human Relations."

3. Study maps and drive alternative routes.

4. Enroll in PCA Concrete School in Chicago.

5. Attend safety training given by Tony Serpas.

Column 2 - Observable measures

Include criteria which will demonstrate that the planned activities/experiences from column 1 have been completed and that each objective in Section D has been met. Include target dates.

- 1 (a) Meet ½ hour with each, by
(b) Branch salesperson to quiz me to establish that I know all ... by
(c) By 12/1/94 report to branch manager at least 3 instances using my new mix design knowledge.
- 2 (a) Complete Frontline module by
(b) Complete Carnegie course by
(c) Report to branch manager 2 instances of dealing effectively with unhappy customers
- 3 (a) Log 10 hours studying maps by
(b) Log comparisons of time needed to drive alternative routes ... by ...
(c) Demonstrate to dispatcher by ... ability to identify quickest, safest ...
- 4 (a) Complete school and pass by ...
(b) Report 3 instances of answering questions on mix designs by ...
- 5 (a) Complete training by ...
(b) Complete 1994 with zero lost-time accidents, zero preventable collisions, and zero moving violations.

Sign below on final form after the Roundtable discussion

Manager/supervisor

Date

Individual

Date

Page 3

F. Quarterly review of progress

1st Quarter

Achievements
1(a) Met for ½ hour with the branch salesperson, dispatcher and manager regarding mix design. Completed by 2/5/94. 1(b) Passed quiz. 3(a) Logged total of 10 hours studying maps. Drove alternative routes and compared times. Completed on 3/25/94

Modifications to development plan: None Date completed 4/5/94

2nd Quarter

Achievements
1(c) On 7/7/94 reported to branch manager one instance of using new mix design knowledge. 2(a) attended leadership course on 6/14/94
3(c) On 5/20/94 showed dispatcher ability to find quickest, safest routes along with good alternatives to 3 job sites

Modifications to development plan: None Date completed 7/20/94

3rd Quarter

Achievements
5(a) Completed safety training on 8/10/94 (first opportunity)
2(c) On 9/23/94 reported 2 instances of dealing with 2 customers who had been unhappy with service.

Modifications to development plan:
2(b) Night school conflicts with Dale Carnegie course. Course put off until next year.

4(a) Unable to leave town for a week. Instead attended seminars at Quarry: "Gradation & basic procedures for aggregates and "Basic concrete technology." Completed on 8/3/94

Date completed 10/10/94

This Individual Professional Development Plan is intended to encourage investment in people skills and knowledge growth. It is intended to support your development and career objectives. As a development planning and tracking method, it does not assess job performance.

Notes sheets that accompany IPDP forms

Source - Graniterock

INDIVIDUAL PROFESSIONAL DEVELOPMENT PLAN PROCESS

1. The process begins with you and your manager/supervisor each preparing a preliminary draft of the IPDP for discussion.
2. You then meet to exchange copies of the first draft, and to review and discuss what they contain
3. The IPDP includes a review of your major job responsibilities, summarises results of last year's developmental plan, identifies your individual skill strengths on the job and details developmental objectives for the next 12 months along with developmental experiences designed to help you meet these objectives.
4. The end product of this meeting is a revised IPDP on which you and your supervisor have agreed. During this process the manager/supervisor will learn about your interests in expanding your knowledge and/or opportunities within the company.
5. This IPDP is presented at the Roundtable by the manager/supervisor. Included in

the Roundtable are other participating managers and members of the Executive Committee.

6. Each IPDP is discussed in an open and constructive manner, and receives comments on the proposed developmental objectives and experiences. The manager/supervisor may profit from additional ideas or suggestions about how objectives can be met or the results others have experienced in trying to meet similar needs with their people.

7 Participants of the Roundtable learn more about others in the Company and their job responsibilities.

8. After the Roundtable, the manager/supervisor has a follow-up meeting with each individual either to confirm the plans already made or suggest new ideas that could be added as a result of the Roundtable discussion, and the final copy is signed by both the individual and the manager/supervisor.

9. During the next 12 months you and the manager/supervisor meet quarterly to review progress or to make modifications to the development plan, making it a living, constant improvement process.

10. Copies will be retained only by you and the manager/supervisor. Copies are not retained in your personnel file. IPDPs are not used to convey information regarding job performance and as such do not become part of your personnel file.

YOUR BENEFITS OF THE IPDP PROCESS

Set your own training and development goals

- Promotes your personal growth and career development
- Offers opportunity to learn new skills
- Encourages job ownership
- Motivates enthusiasm and challenge
- Sets direction to accomplish your personal goals

Design your own developmental plan

- Direct the company's investment in your skills and job knowledge
- Excitement and fun while building new strengths
- Incorporate your existing interests and skills
- Utilise your best talents

Gains company-wide exposure

- Allows greater recognition for responsibilities and accomplishments
- Promotes idea sharing with other Graniterock people
- Builds relationships with others
- Provides more developmental alternatives to help you meet your personal goals
- Provides positive feedback on accomplishments
- Increases knowledge of people and jobs throughout the company
- Readiness for greater responsibilities and opportunities if you desire job change
- Helps you build your skill level and keeps you up-to-date as new technology is Introduced

GUIDE TO SAMPLE IPDPs

Ima Driver is a mixer driver at the Monterey Peninsula Branch. She is very enthusiastic about her IPDP. She and her branch manager have worked hard on her IPDP. They have taken care to follow recommended guidelines so that Ima will achieve the greatest possible benefit from her IPDP. Ima and her branch manager would like to share the results of their efforts with you. Attached is Ima's first (1994-95) IPDP. They would like you to notice the following:

Section A

Includes supporting the nine corporate objectives and all company policies while striving for continuous improvement.

Section B

This is her first IPDP so there are no IPDP results to review. However she does have three special accomplishments - even though she has worked for the company for only six months. These special accomplishments are starred.

Section C

Strengths listed are clearly exceptional for a new employee. Ima does not list characteristics that should be taken for granted, such as 'comes to work on time.'

Section D

Each objective listed is something that Ima wants to learn to do. All objectives should involve both learning and doing. IPDP objectives should not involve learning without doing or doing without learning. It is clear what Ima expects to gain by completing each objective she has listed (the 'so that' statement).

Section E Column 1

There is at least one developmental experience for each objective listed in section D. Developmental experiences indicate how Ima will go about learning to do that which she wants to be able to do. Developmental experiences are numbered to correspond to the objectives. When there is more than one experience listed for an objective, the letters a, b, c, are used. Developmental experiences are as specific as possible. Exact titles of seminars, books, etc. are used. The dates of availability of seminars are checked in advance.

Section E Column 2

There is at least one observable measure listed for each developmental objective. Observable measures are how Ima will assess whether or not she has followed through with her planned developmental experience. The observable measures are numbered to correspond to the developmental experiences. Normally, two kinds of observable measures are listed:

- (1) a measure that indicates that the developmental experience will be completed by a certain target date, and
- (2) a measure that indicates that Ima is able to apply her new knowledge (that there is a practical benefit). This second type of observable measure usually is very similar to the 'so that' statements used in Section D.

Section F

This section is for tracking progress. It is completed by Ima's supervisor/manager who normally just records responses in handwriting or printing (no need to type them).

Doing quarterly reviews accomplishes several things

1. Ima gets useful guidance that help her fulfill her commitments
2. her supervisor/manager is reminded to be sure to provide any support (release time, etc.) she may need
3. commitments can be re-negotiated (modified or excused) when unavoidable obstacles arise, and
4. completion of objective B of next year's IPDP is made much easier.

Other notes

Ima and her supervisor/manager agree about everything that is listed on her IPDP. It is a true consensus document. They have not tried to use the IPDP to address performance problems. If there had not been enough space on the IPDP form, they could have attached continuation pages.

Sources - Graniterock Company; The Change Masters by John Case in Inc., March, 1992; Solid as a rock by Terry Wolfe in Aggregates Manager, October 1998.