

Development plans

Guidelines and user instructions

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With the launch of Achieve, UNICEF's new Performance Management platform, we are introducing an innovative development planning tool on Agora. This new solution allows staff and their managers to have a more structured and integrated approach to development planning, in support of individual and organizational performance.

Accessing your development plan

You can access your plan **from the main menu via: My Learning > [Development Plans](#)** or from your Backpack icon on the front page of Agora. When browsing the catalogue each activity summary has a Plan options block (shown right) which has a link to your plan. Finally, you will find a direct link to your plan in Achieve (UNICEF's Performance Management portal).

PHASE 1 – Creating your plan

1- Identifying your development goals

- **Your development plan should include 2 or 3 development goals**, which should be attainable within the review period (normally January to December).
- A development goal should **describe a change** in competency, skills or knowledge. Some examples of development goals are “Reinforce knowledge and experience related to Results Based Management (RBM)” or “Learn how to manage Cash Transfers”.
- Please make sure that your development goals should be supporting your defined work plan deliverables for the year
- It is important that development goals be **defined and agreed with your manager**. Make sure to schedule one or more specific discussion at the beginning of the year.

Note: for optimal linkage between your work planning and development planning effort, we recommend that you first create your work plan deliverables in Achieve before designing your development plan on Agora.

Map 1: Plan overview

This is a development goal. By default the description and work plan deliverables from your Performance plan in Achieve are minimised – click on them to expand.

This an activity in your plan, attached to your first development goal. You can access the activity simply by clicking its title. Your plan will show an indicator of progress. A “pill” appears when you enrol, it becomes orange when you have started the activity, and green when the activity is completed.

This a list of pre-selected activities that you or your manager have added for your review. You need to link these activities to a specific goal.




To add an activity to your plan, you need to “**drag and drop**” them onto an existing goal. Note that you can move activities again at any time, or discard them.

These are a set of tabs for grouping comments related to your development plan. Both you and your supervisor can make comments. To open the other tabs, you or your supervisor need to sign-off the Create Plan tab.

The screenshot displays the 'My Goals' dashboard. At the top right, there is a button to 'Add new development goal'. The main content is divided into several sections:

- Project Reporting**: A goal with a 'Not Started' status. It includes expandable sections for 'Description', 'Related work plan deliverables (0)', and 'Learning activities (1)'. One activity is listed: 'Microsoft Excel 2013 and inSight/B.I. Cubes - Training Reference Guide'.
- Leading project teams**: Another goal with a 'Not Started' status, also featuring expandable sections for 'Description', 'Related work plan deliverables (0)', and 'Learning activities (0)'.
- Activities for my review**: A section where activities are pre-selected for review. It includes instructions: 'You or your supervisor have added these from the catalogue. They become part of your plan when you add them to a goal. You can drag and drop items to your goals or delete them.' Two activities are listed: 'IPSAS - Accounting for Property, Plant and Equipment' and 'Communicating Strategically'.
- Navigation and Comments**: At the bottom, there are tabs for 'Create plan' (with a green checkmark), 'Development discussion' (with a red warning icon), and 'Year wrap up'. A 'Print version' button is also present. Below the tabs is a text area for 'Add a comment...' and a 'Save comment' button.

Map 2: Adding and editing a goal

1. To add a goal, **click on**  in the upper right corner of your plan, open a new window as shown here >>>

2. **Name your goal**, making sure that it represents the change you want to achieve and not a particular learning activity / course.

3. **Write a short description** of your goal, including how you expect this change to support your work.

4. If needed, adjust the due date – based on when you need to achieve this goal.

5. **Select work plan deliverables** that will benefit from the achievement of this goal. The list of deliverables reflects what you created in Achieve. If you make changes to your PER, make sure to edit your development plan accordingly!

6. **Click on “add goal”** to save your goal details.

7. **To edit the goal** – click on the edit icon next to the goal title. Editing the goal uses the same type of page as the add new goal.

2- Identifying and adding learning activities

Now that you have defined developments goals, you should try to identify appropriate learning activities that will help you achieve these goals.


Ideally, your activities should include both formal learning (e.g. attending a workshop or completing an **online course**) **and informal learning activities** (discussion with a specialist, participation to a community of practice, stretch assignment). They should also consider both **acquisition of theoretical knowledge and practical applications**.

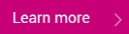
For example, if your goals is to strengthen your Results-Based Management knowledge and skills, you may want to consider:

- An introductory online course offered on Agora [\[Activity from catalogue\]](#)
- A workshop offered by a local NGO [\[Activity from catalogue or Personal Learning\]](#)
- Joining the RBM yammer group to keep up to date with development and share ideas with peers. [\[Personal Learning\]](#)
- Coaching sessions with a colleagues who has experience with RBM methodology, as you try to implement what you learn in your work. [\[Personal Learning\]](#)

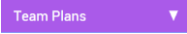
2.1- Adding activities from the Agora catalogue

The Agora platform includes a rich catalogue of learning opportunities which you are strongly encouraged to browse as you select your development activities.

1- Clicking on  , below you development goals, will send you to the Agora catalogue, where you can make use of the powerful search engine and apply filters to find suitable learning activities.

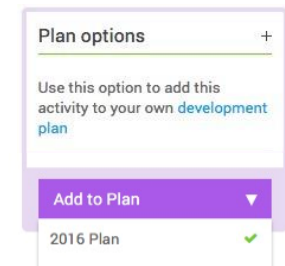
2- When you see an activity that looks interesting in the catalogue list, click on the  button to see the full activity summary page.

3- On each activity summary page you will see a new “Plan options” block, which looks like the one show on the right. Click on the “Add to plan” button and select the plan for which you want to attach the activity.

Note that as a manager, you can push activities to a team members plan using the  button.

4- Keep selecting relevant activities from the catalogue if you wish. When you are done, you can come back to your plan by clicking on the “development plan” link, in blue in the plan header.

IMPORTANT: adding an activity to your plan does not mean that you are enrolled for it or that you will necessarily be able to enrol. You can add activities for which you are already enrolled but also activities you tentatively wish to enrol in.



2.2 - Adding “Personal Learning” activities

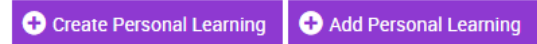
A personal learning activity is any activity that is not offered in the Agora Catalogue*. It is “personal” in that it is an activity that you have personally identified or completed outside of the Agora platform.

Personal learning activities can be:

- ✓ External formal learning activities, such as a workshop in a local school or an online course taken on another platform.
- ✓ Informal learning activities, like reading a book, attending a conference, doing a stretch assignment and... anything you consider to be a learning opportunity!

PLEASE NOTE that even if you are only planning to apply or enrol for a learning activity that is in the Agora catalogue, you should NOT use the personal learning activities form. Instead, simply use the plan options, so that we can acknowledge your interest and report more accurately on learning intentions.

Personal Learning can be created in different parts of the system, so first you need to decide if you want to “Create a Personal Learning” or “Add a Personal Learning” that you already created.

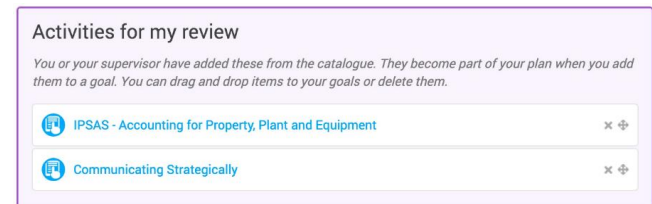


Assuming you want to add an entirely new Personal learning activity to your plan, you will need to follow a two step process. First, lick on “Create Personal Learning”. You will be presented with a form that includes many options. Please fill ALL the relevant fields, and save your activity. You will now need to go back to your plan and click on “Add Personal Learning” to attach the newly create activity to your plan. Note that you can open and edit a Personal Learning activity details at any time.

3- Associating learning activities with development goals

Once you have selected either an activity from the catalogue or a personal learning activity, it will first appear in the “Activities for my review” (see illustration). These activities are not yet formally in your plan. **You will need to drag-and-drop each activity to the relevant development goal it supports.**

Note that you can add activities, move them or delete them at any time during the year. All your learning activities must be associated with a goal.



* In your record of learning, a personal learning activity could also be an activity that is offered in the Agora catalogue, but that you completed before the launch of the platform. It can then help you build a full record of your development activities.

PHASE 2: Updating and maintaining your development plan.

Your development plan is a living document, which you should regularly consult and update. New learning opportunities present themselves throughout the year, while other planned learning activities may no longer be possible. That's ok. Stay focus on the achievement of your development goals and regularly reflect about the best learning activities that will allow you to achieve your goal. On a regular basis, you should use your plan to launch your activities (clicking on the activity title) and to document changes or reflection.

Throughout the year, you are free to add or remove development goals or activities related to those goals. We recommend that you keep your development goals unchanged throughout the year, but allow flexibility in the choice of learning activities (formal or informal) and will allow you achieve these goals.

Deleting activities: You can remove an activity from your plan by clicking on the “x” sign on the right side of the activity. Note that if you enrolled in the activity and started it, your progress will not be deleted, and you will still see the activity in your record of learning. It is only removed from your plan's view.

Editing/Completing Personal learning activities: To edit a personal learning activity, you first need to open it (click on its title) and then click of “Edit this content” in the upper right corner of the activity page. When you completed the activity, make sure to upload certificate or evidence if possible, and then mark the activity as completed by ticking the check box on the personal learning activity page.

Goal status: In the upper right corner of each goal, you can use a drop down list option to specify the status of the goal: It is important that you keep this status up to date as you progress with your plan.

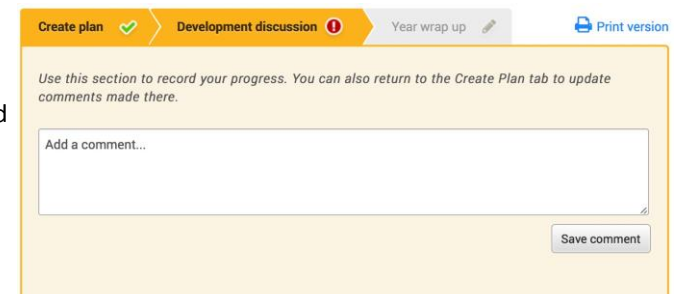






Not Started
Completed
In Progress
Not Started

Development discussing and progress review

You will notice that your development plan includes a discussion and validation section, in yellow at the bottom of your plan. First use this section to document the creation of your plan, and “sign-off” on this initial plan. You will then be in the Development discussion phase, where you can record comments and thoughts related to your development or necessary changes in your plan. As you approach the end of the year, the “Year wrap-up” tab will become available.

Only the year wrap-up step is mandatory, but you are encourage to make use of the “Create plan” and “Development discussion” phases options.



Create plan  Development discussion  Year wrap up   Print version

Use this section to record your progress. You can also return to the Create Plan tab to update comments made there.

Add a comment...

Save comment

PHASE 3: Finalizing your development plan

As you approach the end of the year, you will receive a notification that the “Year wrap-up” tab becomes available in your plan, allowing you to initiate the finalization of your annual development plan. This step is very important for your development efforts to be acknowledged by the organization, in relation with your PER. We recommend that you finalize your development plan before your sign off on your PER.

Before you sign off on your plan: a checklist

Here is a checklist to help you review and finalize your development plan:

- I have reviewed my list of development goals, and ensure that they are aligned with the relevant work plan deliverables from my PER (see p. 4).
- I have reviewed the updated the list of learning activities included in my plan and their relation to development goals as needed.
- I have reviewed the status of each of my goals (see options in the right corner of each goal) and ensured the information is accurate.
- I have used the comments section (at the bottom of my plan) to explain what was achieved or not throughout the year, and how this has impacted on my work.

Sign off and closing of the plan

The only mandatory sign-off step of your development planning process is the year-end sign off. Once your plan has been updated and your achievement discussed with your manager (a discussion that you can document using the comments option), both you and your manager are requested to sign-off on the document, acknowledging that it is complete and accurate to the best of your knowledge. This is done by clicking on the “sign off” button (under the year-end tab – see below). Note: if need, you can still edit the plan and sign it off again until the end of the following year, but this will be recorded as the new effective date of completion of your plan.

<p>My signature</p> <p>Sign off</p>	<p>Manager's endorsement</p> <p>Sign off</p>
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The Learning and Knowledge Exchange Unit wishes you a fruitful year of learning & development!