

Individual Professional Development Plan

The Individual Professional Development Plan (IPDP) is an employee development program created in 1987 by the Granite Rock Company, a construction materials supplier. The four-page development plan is prepared jointly by manager and employee. The consensus draft is revised by a roundtable of managers who recommend refinements to the plan. The draft is then finalized by employee and manager. The IPDP process has three main steps: 1) skills inventory, 2) development goals and 3) development plan. The plan is reviewed regularly during the year by manager and employee to ensure plan objectives. The IPDP differs from conventional development programs because the IPDP places greater weight on development goals and development plans, and less weight on performance appraisal. The IPDP program was initially limited but has continuously been improved. In 1992, the plan was expanded and offered to all Granite Rock employees. Since 1988, participation among union and non-union employees has grown from 30% to nearly 70%.

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