



Individual Development Plan Supervisor Guidance

The following Individual Development Plan (IDP) form provides a framework for an ongoing discussion and partnership around an individual's personal and career development.

This tool assists individuals in identifying how they want to grow and develop in their current role and/or discuss future career objectives.

Although individuals are ultimately responsible for their own growth and development, a critical part of this process is the feedback and support you provide as their supervisor.

This includes helping individuals to:

- Understand that an IDP is a partnership with you and an investment in themselves
- Align personal interests and strengths to their professional lives
- Identify strengths to leverage and areas for improvement
- Utilize the 10/20/70 model for action planning (see link below)
- Remove obstacles (if needed)
- Identify lateral or advancement opportunities if desired
- Evaluate their developmental progress and set new growth objectives

Also, it is important to note the difference between performance review objectives and IDP objectives.

- Performance review objectives focus on one's impact to business results over the next review period (e.g. zero job-site safety incidents, a % of new customers, a % of margin on specific work, or a % of on-time reporting).
- IDP objectives focus on developing the knowledge, skills and abilities that will best support growth in one's current role and/or prepare them for another.
- Although developmental objectives should lead to improved job performance and results, IDPs are focused on an individual's growth, not their performance or results.

In general, the IDP process involves Preparation, Discussion, and an Execution/Action Plan and follows the steps below:

1. Encourage individuals to schedule time with you to discuss their IDP.
2. They should provide a completed IDP form at least a few days prior to your scheduled meeting. This will allow you time to review, reflect and prepare.
 - Think about the feedback you'd provide for their development. For example, if your feedback is around developing better communication skills, what specifically would you like to see improve – assertiveness, active listening, or perhaps providing constructive feedback?
 - For developmental objectives, they may also consider personal interests with workplace applications (e.g. they enjoy volunteering with local charities and want to get more involved with organizing corporate community outreach).
 - Consider possible action steps and what/who could assist with those.
3. Meet to review and discuss their IDP.

- Form changes will likely be made as objectives and action plans are solidified.
 - If this is a follow-up meeting, discuss the progress from your last IDP conversation.
 - For completed action items, discuss the individual's level of growth, the usefulness of any training and developmental experiences, and how they can continue to apply what they've learned.
 - For incomplete action items, discuss how you may be able to assist.
 - **Before concluding, agree upon your next formal IDP meeting date.**
4. Formal meetings are recommended once every 6 months with best practice being quarterly meetings and frequent informal check-ins.

Additional Supervisor Guidance and Links to IDP Resources

A natural tendency during an IDP meeting is to guide it in the direction you want it to go. However, the main goal is to understand the individual's developmental needs and concerns. The best meetings involve you asking open-ended questions, allowing the individual to answer fully and ask questions of their own.

You should first look for developmental opportunities that you mutually believe to be the most important. If there is a significant difference between the individual's developmental goals and your assessment of need, consider integrating both perspectives into the plan.

Once developmental objectives have been mutually agreed upon, it is highly recommended that the 10/20/70 approach be used with creating an action plan.

Research suggests that individuals obtain 70% of their knowledge from job-related experiences, 20% from interactions with others, and 10% from formal educational events. The individual's action plan should include all three types of activities. The IDP form offers some examples of 10%, 20% and 70% activities.

Click on each component below for a more in-depth explanation and additional examples:

Click [HERE](#) for 10/20/70% activities

Lastly, click on the links below for Sample IDP forms:

- Field Foreman with current role objectives – click [HERE](#)
- Individual Contributor with advancement objectives – click [HERE](#)
- Department Manager with current role objectives – click [HERE](#)