



Supervisor IDP Tool Kit

Every April, all API companies will focus on IDPs and how they benefit us and our business.

Great supervisors promote the IDP process during individual and group discussions.

Supervisors of larger teams may want to start the process earlier in March, as it's recommended that IDP meetings and plans be completed prior to performance reviews in May and June.

Performance reviews should be kept separate from IDPs.

The following will assist you with an initial conversation as well as how to conduct any formal IDP meetings:

- Team Talking Points
- 1-on-1 Conversation Talking Points
- IDP Form Guidance with links to LMS resources
- "What" Questions for IDP Meetings

Click [**HERE**](#) for the "Individual Development Plans for Professional Growth" eLearning modules. These present an IDP process overview and helpful advice for having the IDP formal meeting.



Team Meeting Talking Points

- Every April, we'll be focusing across all of APi on IDP's and how they benefit our employees and our business.
- We believe that everyone is a leader and that our purpose is to **build great leaders**.
- APi cannot reach its vision of being the #1 people first public company if we don't invest in the growth and development of our people.
- We know from our annual engagement survey and from employee groups like our Network of Women that IDP's are important to **you** also.
- We know that growth opportunities won't look the same for everyone. You may want to continue to learn and be your best self in your role. Or you may want new experiences in lateral or advancement opportunities.
- I'm here to support you, whatever your growth objectives look like! If you'd like to get a plan going, connect with me to schedule a meeting.
- The IDP form, steps you'll take prior to our meeting, and a lot of good supporting resources are located on the IDP Sharepoint page.




1-on-1 Conversation Talking Points

- I'd like to make sure you are familiar with our new IDP process and resources – have you heard about them?
- As you know, APi considers everyone a leader regardless of their official title and that our enduring purpose is **Building Great Leaders**.
- However, we can't truly Build Great Leaders if we're not investing in our own growth and development...recognizing that needs to be customized to each individual.
- In the past, our IDPs have been pretty focused on growth through advancement, but we know that everyone needs to learn and grow in order for us to be successful individually and as a company. Sometimes it's about being your best self in your role and other times it may be about a different role or responsibilities.
- I'm here to support you, whatever your growth objectives look like!
- I'd ask that you check out the content online on the IDP Sharepoint page and draft an IDP so we can have a conversation about your development and growth. Let's do this in the next month or so.
- Any questions?

IDP Form Guidance

(all forms and linked resources also available on the IDP SharePoint page)



Individual Development Plan
Individual Guidance

The following Individual Development Plan (IDP) form provides a framework for an ongoing discussion and partnership around your personal and career development. This tool assists you in identifying how you want to grow and develop in your current role and/or discuss future career objectives.

The IDP process is a partnership where you create and own your IDP with the assistance, feedback and ongoing support of your supervisor.

The IDP process involves Preparation, Discussion, and Execution of an Action Plan:


1. Talk to your supervisor and schedule a time to discuss your IDP.
2. Prior to your first meeting, complete the form. Be sure to identify your growth and development objectives and make them as **specific** as possible.
 - For example, if you want to develop better communication skills, what *specifically* would you like to improve - assertiveness, active listening skills, or perhaps providing constructive feedback?
 - You may also consider personal interests with workplace applications (e.g. you enjoy volunteering with local charities and want to get more involved with organizing corporate community outreach).
 - If you feel "stuck", click [HERE](#) for questions that may help you in identifying your growth objectives. And remember that Safety and Inclusion are also possible areas on which you could focus.
 - Include possible action steps and what/who could assist with those. (Click on each number of the [10/20/70](#) approach for how to create your action plan.)
3. Provide your supervisor your completed IDP form at least a *few days prior* to your scheduled meeting. This will allow your supervisor time to review, reflect, and come prepared with their feedback and ideas on how to support you.
4. Meet to review and discuss your IDP with your supervisor.
 - In solidifying your objectives and action plans, you may end up adjusting what was originally on the form.
 - If this is a follow-up IDP meeting, discuss the progress from your last conversation.
 - For completed action items, discuss your level of growth, the usefulness of any training and developmental experiences, and how you can continue to apply what you've learned.
 - For incomplete action items, discuss the reasons and how your supervisor can help remove obstacles or provide additional support.
 - Set a date for the next meeting – once every 6 months is recommended with quarterly being a best practice.
 - Execute your plan and touch base with your supervisor between IDP meetings.

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](#)

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Click [HERE](#) for Individual Guidance
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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.

Click [HERE](#) to review what an IDP is and how it differs from a Performance Review.

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.

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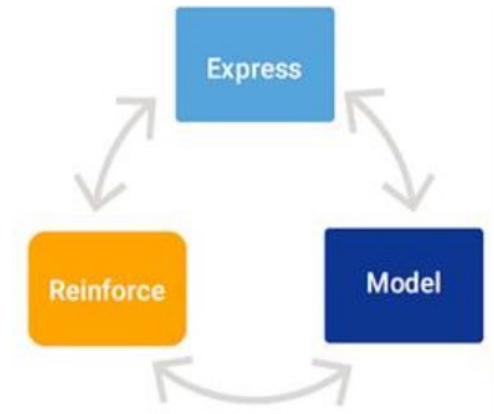
Click [HERE](#) for Supervisor Guidance
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“What” Questions for IDP Meetings

- What about your role is most satisfying at the moment?
- What would you change about it if you could?
- What would you like to do that you’re not currently doing?
- What would make your job more satisfying?
- What talents of yours are not being used currently?
- What would you like to learn here?
- What skill or ability might help you feel more proficient in your role?
- What would help you grow in your team relationships?
- What would help you grow in your customer relationships?
- What other department or organizational roles may interest you in the future?
- What can I do to best support you?

Express, Model & Reinforce (EMR)



- The EMR change management model shows that what gets expressed impacts success by 1X; what gets expressed and modeled has a 2x impact; and what gets expressed, modeled and reinforced has a 3X impact.
- Great leaders know that for any organizational initiative to succeed, they must express, model and reinforce their support around it.
- It is therefore highly recommended that leaders of others - at every organizational level – not only **express** the benefits of the IDP process, but engage with it themselves by having their own IDP.
- Doing so **models** the growth mindset and behaviors you’re seeking from your team members.
- In fact, sharing with your team that you have your own IDP is the BEST way to encourage others. Consider sharing the areas of your leadership you’d like to develop and ask for feedback on your progress.
- Lastly, as **reinforcement**, acknowledge the personal leadership of those who choose to create an IDP and share your excitement in partnering with them and providing ongoing support.