


Improving your organisational performance through Investors in People





Skills for Health is the employer-led authority on workforce skills in the health sector. We work with employers throughout the UK to develop a skilled, flexible and productive workforce to improve the quality of health and healthcare. Skills for Health does this in two ways: firstly by offering employers and the workforce tested solutions and tools that deliver tangible benefits and secondly by being the authoritative voice on skills issues in the sector.

www.skillsforhealth.org.uk

Contents

Organisational performance and how Investors in People can help you	4
Frequently Asked Questions	6
The Framework	8
The Investors in People Framework: A Summary	9
The Investors in People Standard	10
01: Business Strategy	12
02: Learning & Development Strategy	13
03: People Management Strategy	14
04: Leadership & Management Strategy	15
05: Management Effectiveness	16
06: Recognition & Reward	17
07: Involvement & Empowerment	18
08: Learning & Development	19
09: Performance Measurement	20
10: Continuous Improvement	21

Organisational performance and how Investors in People can help you

Improved productivity and organisational performance is delivered through people, therefore organisations that engage effectively with and invest in their people, will deliver better standards of care. Within the health sector it is well documented that organisational performance has a direct impact on the quality of care and outcomes experienced by service users.

“The Investors in People Standard’s framework has driven some of our key processes and is integral to our success. It has enabled us to focus on developmental and managerial activities in a way that is truly relevant to our organisation.”

Linda Cordingley, Calderdale and Huddersfield NHS Trust



Investors in People is a recognised, tried and tested framework for achieving greater staff engagement and improvement. Whether you are looking to deliver a new service, enhance the skills of your workforce, increase productivity or improve the quality of a service, the Investors in People framework will help you to structure your approach and achieve your goals.

The framework focuses on key priorities and objectives and where your workforce can help you achieve real results and continuous improvement. This flexible and easy to use framework provides a baseline of good management practice which can help with planning, enhance employee engagement, improve management effectiveness and also evaluate what is working and what needs further improvement.

The new framework launched in 2009, offers a flexible approach tailored to your organisation’s needs. Assessment is interview-based meaning the only paperwork you produce for accreditation is that developed for your own requirements.



With increasing pressure on finance, for change in healthcare provision and a constant need to advance patient care, healthcare providers are looking for support. By adopting Investors in People you have the means to address these and other important issues:

- improving productivity
- efficiency and quality
- financial performance
- effective management of change
- motivation and employee engagement
- ideas and innovation
- loyalty and advocacy.

Reducing:

- sickness absence
- staff turnover
- recruitment costs
- agency cover costs
- complaints.

“Engagement, going to the heart of the workplace relationship between employee and employer, can be a key to unlocking productivity and to transforming the working lives of many people...”

Engaging for Success: enhancing performance through employee engagement

David MacLeod and Nita Clarke

Get in touch if you would like to know more about how your organisation could benefit from Investors in People. Skills for Health have a team of regional and national directors who will be more than happy to discuss your requirements with you. Find your local director here www.skillsforhealth.org.uk/contact-us. In the meantime, some of the common questions regarding Investors in People have been answered on the following page.

Frequently Asked Questions

Isn't Investors in People really about achieving a blue plaque for the boardroom and a lot of hot air?

Whilst achieving national accreditation for good organisational and workforce development is proven to be a powerful motivator for staff, Investors in People isn't solely about the award. It's about helping organisations achieve real and sustainable improvement. It isn't about giving an award as a one off recognition and then allowing things to drift. Organisations are subject to regular review every three years apart. Investors in People is an excellent way for good organisations to effectively demonstrate their commitment to their workforce.

We are busy delivering care to our patients – this is just more paperwork?

No. Investors in People is not about producing paper based evidence. Investors in People is about delivering real improvement in organisational performance through staff engagement and is achieved through evidence gathered by observation and employee interview.

“Investors in People has changed the practice hugely. Our working processes and training have become more structured and formalised. Our performance has been turned around – we're now far more efficient, cohesive and organised.”

Meredyth Bell MBE, St Helens Dental Practice



Budgets are being squeezed at the moment – how much does it cost?

The cost of achieving Investors in People is unique to each and every organisation. Skills for Health will work with you in finding the best and most effective solution to achieve Investors in People accreditation.

We are an NHS Trust – isn't Investors in People for the private sector?

Every kind of organisation from small to large, from public to private can benefit from Investors in People. In fact there are over 30,000 organisations who've achieved the Investors in People standard and there are numerous examples of NHS organisations who have benefited from adopting Investors in People.

Can Investors in People help achieve other quality standards?

Yes. Investors in People is the only people standard that focuses on people, so the good practices that you need to follow will dovetail well with other quality standards.

Will I work with someone who will understand my organisation?

Yes. Skills for Health has considerable experience of working with healthcare organisations both public and private. We exist to help you improve via a more engaged, skilled and flexible workforce. Our positioning in the sector gives us a unique perspective and our staff have in-depth knowledge of the issues and challenges health care organisations face.

What support do you offer?

Skills for Health provide bespoke support to best ensure organisations experience a successful assessment outcome. The nature of this support could include a diagnostic of your current position against the standard, helping you to develop any appropriate action plans and guiding you through the assessment process.

How long will it all take?

It depends how much you want to change your organisation and how quickly, realistically speaking, this can be put into practice. Most organisations achieve Investors in People within 12 – 18 months.



The Framework

The Investors in People Framework offers a versatile and non-prescriptive approach to achieving your organisational goals. Whatever your organisational objectives, there are three core principles that the Investors in People framework helps you focus on:

Plan: Develop strategies to improve performance

Do: Take action to improve performance

Review: Evaluate and improves performance

The three principles break down into ten indicators, as you can see in the diagram on this page. 'Plan' has four strategies starting with Business Strategy. There are then four action-focused indicators to help you 'Do' what's in your plan. And finally, 'Review' encourages you to evaluate results and feed them into continuous improvement.

Organisations that link their assessments with their regular business planning get the maximum benefit from working with Investors in People.



93% of employers using Investors in People say "it provides business improvement through people"

Performance Tracking Study – Ipsos MORI October 2007

THE INVESTORS IN PEOPLE FRAMEWORK: A SUMMARY OF ITS CONTENTS

PLAN		DO				REVIEW			
01: BUSINESS STRATEGY	02: LEARNING & DEVELOPMENT STRATEGY	03: PEOPLE MANAGEMENT STRATEGY	04: LEADERSHIP & MANAGEMENT STRATEGY	05: MANAGEMENT EFFECTIVENESS	06: RECOGNITION & REWARD	07: INVOLVEMENT & EMPOWERMENT	08: LEARNING & DEVELOPMENT	09: PERFORMANCE MEASUREMENT	10: CONTINUOUS IMPROVEMENT
THE STANDARD TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:									
The organisation has a vision/ purpose, strategy and plan	Learning priorities are clear and linked to the plan	People are encouraged to contribute ideas	Managers are clear about the capabilities they need to lead, manage and develop people	Managers are effective and can describe how they lead, manage and develop their people	People believe they make a difference	Ownership and responsibility are encouraged	People's learning and development needs are met	Investment in learning can be quantified	Evaluation results in improvements to people strategies and management
People are involved in planning	Resources for learning and development are made available	There is equality of opportunity for development and support	People know what effective managers should be doing	Managers are effective and can describe how they lead, manage and develop their people	People believe their contribution is valued	People are involved in decision-making	People's learning and development needs are met	Impact can be demonstrated	
Representative groups (where appropriate) are consulted when developing the plan	The impact will be evaluated								
YOUR CHOICE TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:									
Clear core values relate to vision and strategy	The learning and development strategy builds capability	The recruitment process is fair, efficient and effective	Leadership and management capabilities for now and for the future are defined	Managers are role models of leadership, teamwork and knowledge sharing	Reward and recognition strategies link to business strategy and are externally benchmarked	Effective consultation and involvement is part of the culture	Learning and development resources are used effectively	The contribution of people strategies is measured and evaluated	Self review and information from external review are used
Key performance indicators are used to improve performance	Plans take account of learning styles	A diverse, talented workforce is created	managers are helped to acquire these capabilities	Coaching is part of the culture	Representative groups are consulted (where appropriate)	People are trusted to make decisions	Learning is an everyday activity	Impact on key performance indicators can be described	Effective feedback methods are used to understand people's views on how they are managed
Social responsibility is taken into account in the strategy	People help make decisions about their own learning	A work-life balance strategy meets the needs of its people	Leadership and management strategy link to business strategy, taking account of external good practice	People are helped to develop their careers	What motivates people is understood	Knowledge and information is shared	Innovative and flexible approaches to learning and development are used	Performance improves as a result	Internal and external benchmarking are used
People and stakeholders are involved in strategy development	Learning and development is innovative and flexible	Constructive feedback is valued	Everyone is encouraged to develop leadership capabilities	There is a culture of openness and trust	Success is celebrated	People are committed to success	People are given the opportunity to achieve their full potential	Career prospects improve	People's views on how they are managed improves
	There is a culture of continuous learning	The structure makes the most of people's talents			Benefits strategy goes beyond legal requirements	There is a culture of continuous improvement	All learning is valued and celebrated and is an everyday activity	Flexible and effective approaches to measuring return on investment are used	People believe it's a great place to work
					Colleagues' achievements are recognised	People can challenge the way things work	Mentoring is used	Return on investment in people is reported to stakeholders	
						There is a sense of ownership and pride in working for the organisation	Personal development is supported		

The Investors in People Standard

With over 38,000 accredited organisations, Investors in People is one of the most recognised organisational improvement standards in the UK. The flexible, easy to use approach provides organisations with the framework to improve their performance and the opportunity to achieve a recognised standard.

The standard

The standard is a benchmark for any well-run organisation. It takes a holistic approach: every organisation has to meet the same 39 evidence requirements to achieve The Standard. How you meet these requirements can be tailored to your organisations needs – whether this is increasing productivity or improving quality. In your initial consultation we can discuss where your organisation is now and where you want it to be.

Beyond The Standard

You can also chose additional evidence requirements that link to your unique priorities and select the development areas you want to focus on. Identifying and working towards meeting the evidence requirements that relate to your organisation's key priorities will mean that your Investors in People review can feed directly into your strategic planning process. By adding additional evidence requirements there are now three additional opportunities to celebrate further achievement.



An additional 26 evidence requirements or more will be recognised as Investors in People Bronze.



An additional 76 evidence requirements or more will be recognised as Investors in People Silver



An additional 126 evidence requirements or more will be recognised as Investors in People Gold.

The framework provides the focus for improving your organisational performance whilst the standard helps you celebrate success.

“Working with Investors in People helped us put together a clear business plan that dealt with both short and long term objectives. This meant we were able to plan more effectively through the development of the business strategy and by becoming, we believe, a learning organisation. Developing the processes to meet the Standard meant some deep changes... once we were through that initial period we started to see the results – and they were impressive. If you are looking for a prescription for a wonder drug to upgrade the NHS, it’s there in three clear letters – IIP.”

Karen Northwood, Friends Road Medical Practice



01

BUSINESS STRATEGY

A strategy for improving the performance of the organisation is clearly defined and understood.

Evidence Requirements

Top managers

Managers (includes top managers)

People (includes top managers and managers)

THE STANDARD

- 1 Top managers make sure the organisation has a clear purpose and vision supported by a strategy for improving its performance.
- 2 Top managers make sure the organisation has a business plan with measurable performance objectives.
- 3 Top managers make sure there are constructive relationships with representative groups (where they exist) and the groups are consulted when developing the organisation's business plan.

- 4 Managers can describe how they involve people when developing the organisation's business plan and when agreeing team and individual objectives.

- 5 People who are members of representative groups can confirm that top managers make sure there are constructive relationships with the groups and they are consulted when developing the organisation's business plan.
- 6 People can explain the objectives of their team and the organisation at a level that is appropriate to their role, and can describe how they are expected to contribute to developing and achieving them.

YOUR CHOICE

- 7 Top managers make sure the organisation has a clear set of core values that support its purpose and vision.
- 8 Top managers make sure the organisation's strategy is developed through the involvement of managers, people, stakeholders and other sources.
- 9 Top managers make sure the organisation has key performance indicators to improve its performance.
- 10 Top managers can describe how social responsibilities are taken into account in the organisation's strategy.
- 11 Top managers make sure the core values are at the heart of the organisation's strategy and govern the way it operates.
- 12 Top managers can describe how social responsibility is part of the culture of the organisation.

- 13 Managers can describe the organisation's core values and what this means to the way they are expected to manage.
- 14 Managers can describe how they are involved in developing the organisation's strategy.
- 15 Managers can describe the key performance indicators they use to improve the organisation's performance.
- 16 Managers can describe the organisation's social responsibilities and what this means to the way they are expected to manage.
- 17 Managers can describe how they make sure the core values are at the heart of the way the organisation operates.
- 18 Managers can describe how they make sure social responsibility is part of the culture of the organisation.

- 19 People can describe the organisation's core values and what this means to the way they are expected to work.
- 20 People can describe how they are involved in developing the organisation's strategy.
- 21 People can describe the key performance indicators used by the organisation to improve its performance.
- 22 People can describe the organisation's social responsibilities and what this means to the way they are expected to work.
- 23 People believe the core values are at the heart of the way the organisation operates.
- 24 People believe in and share the organisation's vision and values.
- 25 People believe that social responsibility is part of the culture of the organisation.

Plan: Develop strategies to improve performance

02

LEARNING & DEVELOPMENT STRATEGY Learning and development is planned to achieve the organisation's objectives.

Evidence Requirements

Top managers

Managers (includes top managers)

People (includes top managers and managers)

THE STANDARD

1 Top managers can explain the organisation's learning and development needs, the plans and resources in place to meet them, how these link to achieving specific objectives and how the impact will be evaluated.

2 Managers can explain team learning and development needs, the activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated.

3 People can describe how they are involved in identifying their learning and development needs and the activities planned to meet them.
4 People can explain what their learning and development activities should achieve for them, their team and the organisation.

YOUR CHOICE

5 Top managers can describe the learning and development strategy they have in place to build the organisation's capability to achieve its vision.
6 Top managers can describe how innovative and flexible ways of developing people are identified through internal and external sources, and how these are included in the organisation's learning and development strategy.
7 Top managers can describe how they have created a culture that encourages continuous learning and promotes the development of skills and knowledge at every level.

8 Managers can describe the plans they have in place to build their team's capability to contribute to achieving the organisation's vision.
9 Managers can describe how they involve people in identifying the learning and development needs of their team and the activities planned to meet them.
10 Managers can describe how they take account of people's different learning styles when planning learning and development.
11 Managers can describe how they act as a role model for continuous learning.

12 People can confirm that their learning and development is planned to build their future capability to contribute to achieving the organisation's vision.
13 People can describe how they are involved in identifying the learning and development needs of their team and the activities planned to meet them.
14 People can describe what the team learning and development activities should achieve for the team and the organisation.
15 People can confirm that learning and development takes account of their preferred learning style.
16 People believe they have a responsibility for their own learning and development.
17 People believe that continuous learning is at the heart of the culture of the organisation.

Plan: Develop strategies to improve performance



03

PEOPLE MANAGEMENT STRATEGY

Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.

Evidence Requirements

Top managers

Managers (includes top managers)

People (includes top managers and managers)

THE STANDARD

- 1 Top managers can describe strategies they have in place to create an environment where everyone is encouraged to contribute ideas to improve their own and other people's performance.
- 2 Top managers recognise the different needs of people and can describe strategies they have in place to make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance.

- 3 Managers recognise the different needs of people and can describe how they make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance.

- 4 People believe managers are genuinely committed to making sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for them to learn and develop which will improve their performance.
- 5 People can give examples of how they have been encouraged to contribute ideas to improve their own and other people's performance.

YOUR CHOICE

- 6 Top managers can describe strategies they have in place to make sure recruitment and selection meets the needs of the organisation and is fair, efficient and effective.
- 7 Top managers can describe strategies they have in place to promote equality and manage diversity in the workplace.
- 8 Top managers can describe strategies they have in place to support work-life balance to meet the needs of the organisation and its people.
- 9 Top managers can describe how they have created an environment where giving and receiving constructive feedback is valued.
- 10 Top managers can describe how the organisation's structure is designed to achieve its strategy and make the most of people's talents.
- 11 Top managers can describe how the organisation's recruitment and selection strategies are linked to its business strategy and are designed to make sure there is a talented and diverse workforce that is able to achieve the organisation's vision.
- 12 Top managers can describe how the organisation's equality and diversity strategies are linked to its business strategy and applied throughout the organisation.
- 13 Top managers can describe how the organisation's work-life balance strategies are linked to its business strategy and applied throughout the organisation.

- 14 Managers can describe how they make sure recruitment and selection is fair, efficient and effective.
- 15 Managers can describe how they value people's differences and how they are effective in promoting equality and managing diversity in the workplace.
- 16 Managers can describe how they make sure work-life balance solutions are effectively put into practice.
- 17 Managers can describe how they encourage people to give and receive constructive feedback.
- 18 Managers can describe how they make sure people are given the opportunity to make the most of their talents within the organisation.
- 19 Managers can describe how they play an important role in recruiting and selecting people with values that match the organisation's values.
- 20 Managers can describe how they value diversity and create an environment where people can use their unique talents and achieve their potential.
- 21 Managers can describe how they value the work-life balance strategies and apply them creatively to benefit individuals, teams and the organisation.

- 22 People believe recruitment and selection is fair.
- 23 People believe managers value people's differences and can give examples of how they promote equality and manage diversity in the workplace.
- 24 People can describe how they are supported in balancing their work and personal lives.
- 25 People can describe how they give and receive constructive feedback to improve performance.
- 26 People believe they are given the opportunity to make the most of their talents within the organisation.
- 27 People can describe how their views are taken into account when recruiting and selecting team members.
- 28 People believe everyone in the organisation values diversity.
- 29 People believe work-life balance is valued and part of the culture of the organisation.

Plan: Develop strategies to improve performance

Plain English Campaign's Crystal Mark does not apply to Indicator 3, The Standard.

04

LEADERSHIP & MANAGEMENT STRATEGY

The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.

Evidence Requirements

Top managers

Managers (includes top managers)

People (includes top managers and managers)

THE STANDARD

1 Top managers can describe the knowledge, skills and behaviours managers need to lead, manage and develop people effectively, and the plans they have in place to make sure managers have these capabilities.

2 Managers can describe the knowledge, skills and behaviours they need to lead, manage and develop people effectively.

3 People can describe what their manager should be doing to lead, manage and develop them effectively.

YOUR CHOICE

- 4 Top managers can describe how they define the current and future capabilities managers need in line with the organisation's purpose, vision and values.
- 5 Top managers make sure managers are regularly reviewed against the capabilities and receive constructive feedback on their performance.
- 6 Top managers make sure managers are provided with the help they need to develop the capabilities.
- 7 Top managers can describe how the organisation's leadership and management strategy is linked to its business strategy and takes account of external good practice.
- 8 Top managers can describe how they create an environment where everyone is encouraged to develop leadership capabilities.

- 9 Managers can describe how they are involved in defining the current and future capabilities all managers need.
- 10 Managers can confirm that they are regularly reviewed against the capabilities and receive constructive feedback on their performance.
- 11 Managers can confirm that they are provided with the help they need to develop the capabilities.
- 12 Managers can describe how they encourage everyone to develop leadership capabilities.

13 People can give examples of how they have been encouraged to develop leadership capabilities.

Plan: Develop strategies to improve performance



05

PEOPLE MANAGEMENT EFFECTIVENESS

Managers are effective in leading, managing and developing people.

Evidence Requirements

Top managers

Managers (includes top managers)

People (includes top managers and managers)

THE STANDARD

- 1 Managers can explain how they are effective in leading, managing and developing people.
- 2 Managers can give examples of how they give people constructive feedback on their performance regularly and when appropriate.

- 3 People can explain how their managers are effective in leading, managing and developing them.
- 4 People can give examples of how they receive constructive feedback on their performance regularly and when appropriate.

YOUR CHOICE

- 5 Top managers can describe how they act as role models when demonstrating the leadership and management capabilities in line with the organisation's values.
- 6 Top managers can describe how they act as role models when working as a team and sharing knowledge.
- 7 Top managers can describe how they act as role models for inspirational leadership and have an open, honest and trusting management style.
- 8 Top managers can describe how they have made coaching part of the organisation's culture.

- 9 Managers can describe how they lead, manage and develop people in line with the organisation's values.
- 10 Managers can describe how they encourage people to work together and share knowledge within and across teams.
- 11 Managers can describe how they make sure people receive information, advice and guidance to help them plan and develop their career.
- 12 Managers can describe how they use coaching skills to help people achieve their potential.
- 13 Managers can describe how they act on feedback from all levels in the organisation to improve the way they lead, manage and develop people.
- 14 Managers can describe how top managers inspire them to lead, manage and develop people effectively.
- 15 Managers can give examples of how they themselves act as inspirational leaders.

- 16 People can describe how their manager leads, manages and develops them in line with the organisation's values.
- 17 People can describe how they work together and share knowledge within and across teams.
- 18 People can confirm that they receive information, advice and guidance to help them plan and develop their career.
- 19 People can describe how their managers use coaching skills to help them achieve their potential.
- 20 People can confirm that they are able to give constructive feedback to their manager, and believe it is well received and acted on.
- 21 People can confirm that they respect and trust their managers.
- 22 People can confirm that they have confidence in the leadership and management capabilities of top managers.
- 23 People can describe how managers inspire and motivate them to achieve their full potential.
- 24 People believe the organisation has a culture of openness and trust.
- 25 People believe that coaching is part of the organisation's culture.

Plan: Take action to improve performance

06

RECOGNITION & REWARD People's contribution to the organisation is recognised and valued.

Evidence Requirements

Top managers

Managers (includes top managers)

People (includes top managers and managers)

THE STANDARD

1 Managers can give examples of how they recognise and value people's individual contribution to the organisation.

2 People can describe how they contribute to the organisation and believe they make a positive difference to its performance.
3 People can describe how their contribution to the organisation is recognised and valued.

YOUR CHOICE

4 Top managers make sure the organisation has a clear and fair reward and recognition strategy which is used to motivate people to improve the organisation's performance.
5 Top managers can describe how they involve representative groups (where they exist) in developing the organisation's reward and recognition strategy.
6 Top managers can describe how the organisation's reward and recognition strategy is linked to its business strategy and externally benchmarked.
7 Top managers make sure the organisation has a forward-thinking benefits strategy with policies that go beyond legal requirements.

8 Managers can describe how they are involved in developing the organisation's reward and recognition strategy.
9 Managers can describe how they apply the organisation's reward and recognition strategy fairly.
10 Managers understand what motivates their people and take account of this when recognising and rewarding them.
11 Managers can describe how they reward and celebrate individual and team successes and achievements.
12 Managers can describe how they involve people in developing the organisation's reward and recognition strategy.
13 Managers can describe how they encourage people to recognise the contribution their colleagues make to the organisation.

14 People who are members of representative groups can confirm that the groups are involved in developing the organisation's reward and recognition strategy.
15 People can describe the organisation's reward and recognition strategy and what they need to do to be valued, recognised and rewarded.
16 People believe the organisation's reward and recognition strategy is fair and can give examples of how they are motivated by it.
17 People can describe how individual and team successes and achievements are rewarded and celebrated.
18 People can describe how they are involved in developing the organisation's reward and recognition strategy.
19 People can describe how they recognise the contribution their colleagues make to the organisation.

Plan: Take action to improve performance



07

INVOLVEMENT & EMPOWERMENT

People are encouraged to take ownership and responsibility by being involved in decision-making.

Evidence Requirements

Top managers

Managers (includes top managers)

People (includes top managers and managers)

THE STANDARD

1 Managers can describe how they promote a sense of ownership and responsibility by encouraging people to be involved in decision making, both individually and through representative groups, where they exist.

2 People can describe how they are encouraged to be involved in decision-making that affects the performance of individuals, teams and the organisation, at a level that is appropriate to their role.

3 People can describe how they are encouraged to take ownership and responsibility for decisions that affect the performance of individuals, teams and the organisation, at a level that is appropriate to their role.

YOUR CHOICE

4 Top managers can describe the consultation arrangements they have in place to encourage people to take part in decision making at both an individual and a representative level.

5 Top managers make sure the organisation has effective internal communication systems to encourage knowledge and information to be shared throughout the organisation.

6 Top managers can describe how consultation and involvement is part of the organisations culture.

7 Top managers can describe how they involve people in designing consultation arrangements.

8 Top managers can describe how they have created a culture where people aim for continuous improvement.

9 Managers can describe how they make sure people receive the support they need to make decisions that affect the performance of individuals, teams and the organisation, at a level that is appropriate to their role.

10 Managers can describe how they encourage knowledge and information to be shared throughout the organisation.

11 Managers can give examples of how they have created an environment where people aim for continuous improvement and openly challenge the way the organisation works to improve performance.

12 People can give examples of how they take ownership for decisions that affect the performance of individuals, teams and the organisation, at a level that is appropriate to their role.

13 People believe that the consultation arrangements are effective and allow them to take part in decision-making.

14 People can confirm that they have access to the knowledge and information and receive the support they need to make decisions and improve performance.

15 People believe their managers trust them to make decisions that improve performance.

16 People can confirm that they are committed to the success of the organisation.

17 People can confirm that they are involved in designing consultation arrangements.

18 People believe they can challenge the way the organisation works to improve performance and can give examples of how they or others have done so.

19 People can describe what gives them a sense of ownership and pride in working for the organisation.

Plan: Take action to improve performance

08

LEARNING & DEVELOPMENT People learn and develop effectively.

Evidence Requirements

Top managers

Managers (includes top managers)

People (includes top managers and managers)

THE STANDARD

1 Managers can describe how they make sure people's learning and development needs are met.

2 People can describe how their learning and development needs have been met, what they have learnt and how they have applied this in their role.
3 People who are new to the organisation, and those new to a role, can describe how their induction has helped them to perform effectively.

YOUR CHOICE

4 Top managers make sure the organisation makes effective use of internal and external resources for learning and development.
5 Top managers can describe how the organisation is flexible in the way it develops people, using innovative and cost-effective solutions that meet learning and development needs.
6 Top managers can describe how they have created a culture where all learning is valued.
7 Top managers can describe how they make sure mentoring opportunities are available.

8 Managers can describe how they make sure knowledge and learning is shared across the organisation.
9 Managers can describe how they provide learning and development opportunities for people to achieve their full potential for mutual benefit.
10 Managers can describe how they recognise and celebrate learning and development achievements.
11 Managers can describe how they make sure learning and development is an everyday activity.
12 Managers can describe how they support people in their personal development activities and encourage them to broaden their knowledge and skills through learning.

13 People can confirm that knowledge and learning is shared across the organisation.
14 People can describe how they are encouraged to try new approaches and learn from their efforts, mistakes and successes.
15 People can confirm that they are motivated to learn and enjoy putting their learning into practice.
16 People can confirm that they are well supported after learning and development activities, and have clear objectives for putting the new skills and knowledge into practice.
17 People can describe how learning and development achievements are recognised and celebrated.
18 People can confirm that learning and development is an everyday activity.
19 People can describe how they are supported in their personal development activities.
20 People can confirm that mentoring opportunities are available.

Plan: Take action to improve performance

09

PERFORMANCE MEASUREMENT Investment in people improves the performance of the organisation.

Evidence Requirements

Top managers

Managers (includes top managers)

People (includes top managers and managers)

THE STANDARD

- 1 Top managers can describe the organisation's overall investment of time, money and resources in learning and development.
- 2 Top managers can explain, and quantify where appropriate, how learning and development has improved the performance of the organisation.
- 3 Top managers can describe how the evaluation of their investment in people is used to develop their strategy for improving the performance of the organisation.

- 4 Managers can give examples of how learning and development has improved the performance of their team and the organisation.

- 5 People can give examples of how learning and development has improved their performance, the performance of their team and that of the organisation.

YOUR CHOICE

- 6 Top managers can describe how the organisation measures and evaluates how its strategies for managing people contribute to the organisation's performance.
- 7 Top managers can describe the impact of their investment in people on achieving key performance indicators.
- 8 Top managers make sure the organisation has a flexible and effective approach to measuring and reporting the return on investment on its people strategies.
- 9 Top managers make sure that the return on investment on its people strategies is reported clearly to all stakeholders.


- 10 Managers can describe how they are involved in measuring and evaluating how the organisation's people strategies contribute to its performance.
- 11 Managers can give examples of improvements in the performance of individuals, their team and the organisation as a result of people management activities.

- 12 People can describe how their career prospects have improved as a result of their learning and development and the way they have been managed.
- 13 People can give examples of improvements in the performance of the team as a result of people management and development activities.
- 14 People can describe how the organisation's investment in people has improved its performance.

Plan: Evaluate and improve performance



<h1>10</h1>	CONTINUOUS IMPROVEMENT Improvements are continually made to the way people are managed and developed.		
	Evidence Requirements		
	Top managers	Managers (includes top managers)	People (includes top managers and managers)
THE STANDARD	<p>1 Top managers can give examples of how the evaluation of their investment in people has resulted in improvements in the organisation's strategy for managing and developing people.</p>	<p>2 Managers can give examples of improvements they have made to the way they manage and develop people.</p>	<p>3 People can give examples of improvements that have been made to the way the organisation manages and develops its people.</p>
YOUR CHOICE	<p>4 Top managers can describe how the organisation has used self-review techniques to improve its strategies for managing and developing people.</p> <p>5 Top managers can describe how the organisation has used information from external reviews, including the previous Investors in People assessment or review, to improve its strategies for managing and developing people.</p> <p>6 Top managers make sure effective feedback methods are used to understand people's needs and expectations and to highlight improvements needed to the way they are managed and developed.</p> <p>7 Top managers can describe the range of measures used to monitor and understand people's view of how they are managed and developed.</p> <p>8 Top managers can describe how the organisation has used internal and external benchmarking to review and improve its strategies for managing and developing people.</p> <p>9 Top managers can demonstrate an improvement in people's view of how they are managed and developed.</p>	<p>10 Managers can describe how they review and evaluate people management and development and use this learning to shape future activity.</p> <p>11 Managers can describe how they involve people in identifying improvements to the way they are managed and developed.</p>	<p>12 People can give examples of how they are involved in identifying improvements to the way they are managed and developed.</p> <p>13 People believe that managers are genuinely committed to improving the way they manage and develop them.</p> <p>14 People can describe improvements that have been made, as a result of their feedback, to the way the organisation manages and develops people.</p> <p>15 People believe that the organisation is a great place to work as a result of ongoing improvements made to the way they are managed and developed.</p>
Plan: Evaluate and improve performance			



Call 0117 922 1155
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Skills for
Health

Skills for Health (Head Office)

Goldsmiths House
Broad Plain
Bristol
BS2 0JP

Tel: 0117 922 1155

Fax: 0117 925 1800

Email: office@skillsforhealth.org.uk

Website: www.skillsforhealth.org.uk