

INVESTOR IN PEOPLE STANDARD

1 SUMMARY

- 1.1 The Investor in People Standard (IIP) is a quality award which focuses on people. It examines how an organisation communicates its aims and objectives to its people, and develops its people in order to improve its overall performance. This report explains the Standard and seeks the support of Members in achieving the IIP Standard for the Council.

2 INTRODUCTION

- 2.1 A summary of the principles, indicators and evidence requirements of the Investor in People Standard are appended. A licensed independent assessor undertakes an assessment to ensure an organisation meets the Standard. The Standard is awarded indefinitely, subject to regular reviews no more than three years apart.
- 2.2 The IIP is seen by the Government and by the Audit Commission as evidence of good practice in people management. The forthcoming Comprehensive Performance Assessment (CPA) utilises the IIP Standard as a benchmark to assess the performance of authorities in this area of activity.
- 2.3 The aims of the Standard are such, that it would be an unusual organisation that did not to aspire to meet it.

3 DETAILED CONSIDERATIONS

- 3.1 Over the past 2-3 years the Council has put in place many of the processes and procedures which underpin the IIP. The annual Corporate Plan, Best Value Performance Plan, Service Action Plans and Performance & Development Review Scheme are all seen as key processes. Increased opportunities for staff training and development have also been provided with a particular focus on management skills development.
- 3.2 Following preliminary discussions with a Business Link for Essex Workforce Development Advisor, Business Link has been advised that the Council is in a position to make the commitment to achieve the Standard by the end of 2002/3. By making a commitment at this time, the Council is able to tap into matched funding from the Learning and Skills Council (LSC) for management development activities that are

already planned for 2002/3. Also, provided that it is carried out before the end of this year, the external assessment process will be funded by the LSC. The assessment process would normally cost between £2200-£2750. Funding for the assessment may be available next year, however this cannot be guaranteed.

- 3.3 The assessment process is not a 'pass or fail' affair. Areas of strength that meet the Standard can be 'banked'. Areas of weakness that are identified may then be targeted for improvement and reassessed later. The external assessment is a 'health check' and will provide helpful feedback on how effectively a number of important processes have bedded in.
- 3.4 Irrespective of whether the Council fully meets the Standard on initial assessment, it will be helpful evidence for the CPA to have undertaken such an external assessment process.
- 3.5 All budgets for technical and professional training and for corporate training are based on essential needs only. The IIP process should help to ensure that staff training and development provided by the Council is well targeted, effective and represents good value for money. The good practice inherent in achieving the IIP Standard also links well with other quality standards such as ISO 9000 and the Business Excellence Model which are being promoted by Government.
- 3.6 Once the Council has achieved the IIP Standard it will need to be reassessed at no more than 3 year intervals to show that it still meets the Standard. No external funding will be available for the purpose of cyclical reassessment.

4 RESOURCE IMPLICATIONS

- 4.1 No immediate costs fall to be met but some match funding may be forthcoming to the benefit of the corporate training budget in 2002/3.
- 4.2 The cost of the independent reassessment in approximately 2005/6, are anticipated to be between £1100-1650 (a 2-3 day process). It is felt that this expenditure could appropriately be met from current resources within the Council's corporate training budget.

5 RECOMMENDATION

It is proposed that the Committee **RESOLVES**

- (1) To endorse the commitment to achieve the IIP Standard by 2003/4.
- (2) To note that the costs of 3 yearly reassessment are to be met from the corporate training budget.

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Background Papers:

Investors in People UK - Overview of the Investors in People Standard

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Welcome to the new version of the Investors in People Standard.

This publication is an overview of the twelve indicators that organisations are assessed against to become Investors in People.

Principles	Indicators	Evidence
Commitment An Investor in People is fully committed to developing its people in order to achieve its aims and objectives	1 The organisation is committed to supporting the development of its people	Top management can describe strategies that they have put in place to support the development of people in order to improve the organisation's performance Managers can describe specific actions that they have taken and are currently taking to support the development of people People can confirm that the specific strategies and actions described by top management and managers take place People believe the organisation is genuinely committed to supporting their development
	2 People are encouraged to improve their own and other people's performance	People can give examples of how they have been encouraged to improve their own performance People can give examples of how they have been encouraged to improve other people's performance
	3 People believe their contribution to the organisation is recognised	People can describe how their contribution to the organisation is recognised People believe that their contribution to the organisation is recognised People receive appropriate and constructive feedback on a timely and regular basis
	4 The organisation is committed to ensuring equality of opportunity in the development of its people	Top management can describe strategies that they have put in place to ensure equality of opportunity in the development of people Managers can describe specific actions that they have taken and are currently taking to ensure equality of opportunity in the development of people People confirm that the specific strategies and actions described by top management and managers take place and recognise the needs of different groups People believe the organisation is genuinely committed to ensuring equality of opportunity in the development of people
Planning An Investor in People is clear about its aims and its objectives and what its people need to do to achieve them	5 The organisation has a plan with clear aims and objectives which are understood by everyone	The organisation has a plan with clear aims and objectives People can successfully explain the aims and objectives of the organisation at a level appropriate to their role Representative groups are consulted about the organisation's aims and objectives
	6 The development of people is in line with the organisation's aims and objectives	The organisation has clear priorities which link the development of people to its aims and objectives at organisation, team and individual level People clearly understand what their development activities should achieve, both for them and the organisation
	7 People understand how they contribute to achieving the organisation's aims and objectives	People can explain how they contribute to achieving the organisation's aims and objectives



Principles	Indicators	Evidence
Action An Investor in People develops its people effectively in order to improve its performance	8 Managers are effective in supporting the development of people	<p>The organisation makes sure that managers have the knowledge and skills they need to develop their people</p> <p>Managers at all levels understand what they need to do to support the development of people</p> <p>People understand what their manager should be doing to support their development</p> <p>Managers at all levels can give examples of actions that they have taken and are currently taking to support the development of people</p> <p>People can describe how their managers are effective in supporting their development</p>
	9 People learn and develop effectively	<p>People who are new to the organisation, and those new to a job, can confirm that they have received an effective induction</p> <p>The organisation can show that people learn and develop effectively</p> <p>People understand why they have undertaken development activities and what they are expected to do as a result</p> <p>People can give examples of what they have learnt (knowledge, skills and attitude) from development activities</p> <p>Development is linked to relevant external qualifications or standards (or both), where appropriate</p>
Evaluation An Investor in People understands the impact of its investment in people on its performance	10 The development of people improves the performance of the organisation, teams and individuals	<p>The organisation can show that the development of people has improved the performance of the organisation, teams and individuals</p>
	11 People understand the impact of the development of people on the performance of the organisation, teams and individuals	<p>Top management understands the overall costs and benefits of the development of people and its impact on performance</p> <p>People can explain the impact of their development on their performance, and the performance of their team and the organisation as a whole</p>
	12 The organisation gets better at developing its people	<p>People can give examples of relevant and timely improvements that have been made to development activities</p>