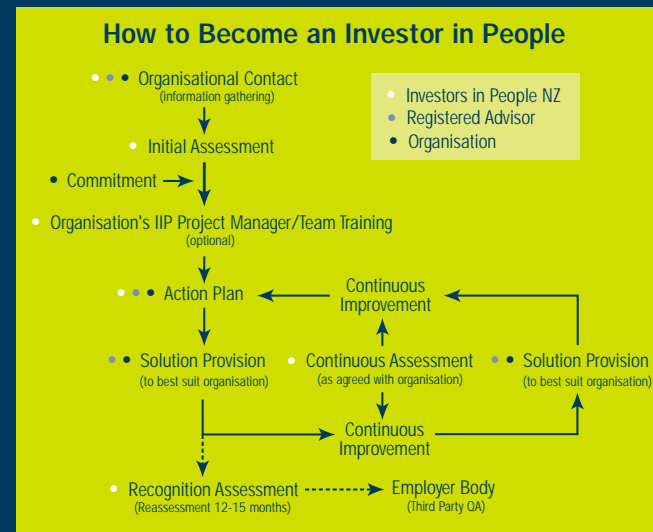


Frequently asked questions:



Q: What is the best way for an organisation to implement the Standard?

A: Experience shows that the most time efficient and cost effective way is to firstly, undergo an initial assessment to highlight the necessary areas for improvement. Secondly, utilise an internal project team approach to maintain momentum – this may involve some training in the Standard for the project team members and key people in your organisation. Allow the project team to develop and manage the implementation of an 'action plan' detailing the activities and timelines needed to address the areas for development. Next, as and when required, employ the services of registered Investors in People Advisors to provide focused solutions and experience that may not be available internally. Many organisations also choose to utilise a 'continuous assessment' strategy to regularly evaluate their progress and to focus their resource allocation and planning as they work towards becoming an Investor in People. Once the Standard has been achieved re-recognition assessments should be carried out within a twelve to fifteen month period. In summary, the more emphasis and commitment at the beginning of the process the quicker the Standard will be achieved and the earlier the benefits will emerge.

Q: What does 'Investing in People' really mean?

A: It means improving people's performance through a planned approach to setting and communicating organisational goals and developing people to meet these goals...so that what people can do, and are motivated to do, matches what the organisation needs them to do.

Q: How much does it cost?

A: Experience shows that the minimum external costs would be for an initial assessment against the Standard, and this cost will vary depending upon the size and type of organisation. Following this initial assessment you will have a clearer picture of your overall costs because any changes that need to be made will have been clearly identified. The main cost is often in staff time – in working out what changes you need to make and in putting those changes into practice. Other costs to consider include any further assessment activity and external help where deemed necessary by your organisation i.e. Investors training for staff, and advisory services provided by a registered Investors in People Advisor.

Q: How long does it take?

A: It depends very much on the type and complexity of the changes you need to make and how quickly you can put them into practice. By utilising a project management approach it normally takes between 12 – 18 months for an organisation to become an Investor in People.

Q: Is there a lot of paperwork?

A: The Standard does not prescribe WHAT you need to do to achieve success and you don't have to provide any extra paperwork to achieve the Standard. The Standard is primarily assessed by confidential interview of a sample of staff and there is no requirement for a detailed document review. The Assessor will only ask to see existing documentation such as your business plan and learning and development related documents that you consider relevant. As long as you are achieving the results and benefits the Standard is looking for it does not matter how you get there. It is your organisational outcomes that count, and these are assessed on the day to day experiences and beliefs of the employees interviewed.

Q: What kind of Organisations use the Standard?

A: Every kind, from small and medium sized businesses to large organisations in both the private and public sectors. To date over 40,000 organisations world wide have either achieved the Standard or are working towards it.

A thought:



What if everyone who works in your organisation:

- knew enough about the goals and targets of the organisation to explain them to a customer, client or new colleague
- was properly skilled and qualified to do the job
- knew that the organisation and managers were committed to, and effective in, developing everyone's skills and competencies
- was committed to their own and the organisation's continuous improvement.

In an Investor in People organisation everyone does!

Welcome to the Investors in People International Standard.

This publication defines the twelve indicators and associated evidence requirements that an organisation must meet to be recognised as an Investor on People.



Investors in People NZ are responsible for the management and development of the Standard in New Zealand.

Our dedication to delivering services designed by Employers for Employers ensures that the Investors in People Standard is an effective, sustainable catalyst for continuous organisational improvement through the focused and managed development of people.

The Investors in People Standard

Underlying Principles	Indicators	Evidence to be Demonstrated
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 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 consistently 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

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