

# Investors in People International Standard

Just imagine:

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.**

**That is what happens in an Investors in People organisation! Does it happen in yours?**

By using the Investors in People framework we can help you and your organisation get the right results from the right people. You can make sure your people have the right skills for now and the way ahead. We can help you ensure that these skills are used effectively and strategically and can work with you to identify ways of measuring the progress of your organisation through the efforts of your people.

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Developed in the UK and launched in 1990, as a result of research into what makes an organisation successful, the Investors in People Standard provides a framework to help organisations improve performance through their people.

It requires a planned approach to setting and communicating organisational goals and to 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.

Everyone agrees that people are an organisation's greatest asset, and we all know that for an organisation to succeed everyone has to perform well. To achieve this, people need the right knowledge, skills and attitude. The Investors in People Standard gives organisations the framework to ensure that they achieve this.

For any organisation from a multinational to a small business, school, hospital, government department or not-for-profit organisation people are at the heart of what they do. Their success depends on getting the best out of everyone. Investing in the development of their people however needs to help achieve the organisation's objectives.

**That sums up Investors in People - it's about investing in people for success.**

In the UK over 40% of the working population are involved in an Investors in People organisation and 40% of UK organisations are involved with the **Standard**. Simply put this is because it is a good way of managing people and doing business.

The **Standard** has been around long enough in the UK to produce real results:

- Improved productivity
- Greater competitiveness
- Increased customer satisfaction
- Better corporate image
- Better communications
- Improved management and leadership
- More team working

*(from 'Building Capability for the 21<sup>st</sup> century' by Rajan, Chapple and van Eupen 1999)*

The **Standard** is built on 4 principles

1. **Commitment**

An Investor in People is fully committed to developing its people in order to achieve its aims and objectives.

2. **Planning**

An Investor in People is clear about its aims and its objectives and what its people need to do to achieve them.

3. **Action**

An Investor in People develops its people effectively in order to improve its performance.

4. **Evaluation**

An Investor in People understands the impact of its investment in people on its performance.

These four principles are underpinned by 12 indicators of good practice.

The **Standard** came to New Zealand nearly three years ago and is managed by Investors in People NZ based in Auckland. ( see: [www.iipnz.co.nz](http://www.iipnz.co.nz))

Although it is still early days for the Standard a number of organisations have been successfully assessed and has earned the right to call themselves an 'Investor in People' and an increasing number are use the **Standard** as a framework to guide their own development.

'For the vast majority of staff, working in Te Papa reflects the visitor's experience - an exciting, challenging and fun environment to work within. This is not easily achieved when customers demand the highest standards. Investors in People accreditation will provide Te Papa with the framework to continue to develop and evaluate initiatives that will enable ongoing improvement of its performance through the development of its human resources'. *(extract from article in Human Resources June 2001)*

Bob Hart, manager of five AA Autoservice stations in Auckland, is very positive about his experience of the Standard, 'The worst thing about me was that I'd been running the business for 8 years by myself. I didn't have managers - just caretakers. Now I have excellent managers and all my staff know how to have some input into where we're going and what we're trying to achieve. At one stage we were getting 25 complaints per site every month. That's now down to 2 or less'. *(extract from Business Herald article June 13, 2001)*

The Standard is now beginning to take hold in New Zealand with private companies large and small, local authorities, schools and colleges and government departments involved.

The first national Investors in People conference took place at the end of August 2002 in Auckland.

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There is a particularly strong link between the Standard and the Criteria for Performance Excellence Framework ( also known as the Baldrige model). Organisations using the Framework are looking for improved results in all areas of their organisation and they set improvement targets. But to achieve those targets they need to find 'a better way of doing things that work for them'. What better way than to use an approach that is proven to work for others. The Investors in People international standard provides that approach along with clear performance indicators against which improvement progress can be measured.

Jo and Chris at Stratum can advise on both approaches - Investors in People and the Criteria for Performance Excellence. We can help organisations develop a strategy to get the best out of both approaches. Chris is one of the most experienced IIP practitioners in New Zealand and a public sector expert and Jo Innes is an authorised Business Excellence consultant.

# How do you measure up?

Use the attached brief questionnaire based on the Investors in People assessment indicators to assess how your organisation is doing against the requirements of the Standard.

See where your strengths lie and identify areas of weakness.

Identify issues that relate specifically to management as well as the whole staff team.

If you would like our feedback and our observations on how the Standard might help your organisation then e mail your responses to [Chris@stratum.co.nz](mailto:Chris@stratum.co.nz)

## **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.

**What do you do?**

**Identify some good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**

## **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 hoe they have been encouraged to improve other people's performance.

**What do you do?**

**Good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**

### **3. People believe that 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.

**What do you do?**

**Good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**

#### **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 can 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.

**What do you do?**

**Good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**



## **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.

**What do you do?**

**Good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**

## **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.

**What do you do?**

**Good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**

## **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.

**What do you do?**

**Good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**

## **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.

**What do you do?**

**Good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**

## **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.

**What do you do?**

**Good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**

## **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.

**What do you do?**

**Good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**

## **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.

**What do you do?**

**Good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**

## **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.

**What do you do?**

**Good practice/ role models within your organisation**

**Leadership/ management issues - areas for improvement**

**Implications for other managers/ team leaders/ staff**