

Joint Staff Employer Forum

9 November 2006

Investors in People Re-assessment

1. Joint Staff Employer Forum is asked to note:

- The background to liP recognition in the City Council.
- That formal re-assessment will take place during the week beginning 27th November, 2006, involving approximately 5% of staff having meetings with the liP Assessor.
- That the outcomes of the assessment will be brought back to Joint Staff Employer Forum in the New Year.

2. Background

The City Council has held the status as an Investor in People since 1995.

During 2004 the liP standard was revised to include two new requirements, which focus on an organisation's effectiveness at involving employees in decision-making and also the responsibilities of leaders and managers. It is this new standard that the City Council will be assessed against in November. A copy of the standard is attached at Appendix 1.

We had a positive 'health-check' in April this year, to establish which parts of the liP standard were currently being met and which were not, indicating areas for development prior to the full re-assessment.

The health-check highlighted a number of strengths and a few areas for development/improvement. The areas for development were identified as follows:

- There may need to be a more robust process for involving the unions in regular service planning, i.e. there may need to be more thought on ensuring that staff representatives are involved when developing service plans.
- There is a need to communicate the management competencies to all staff to improve people's understanding of the capabilities required by managers to lead, manage and develop people effectively.

A corporate Action Plan was produced in June 2006 and is attached to this report at Appendix 2. The main actions centre on communication of the City Leadership & Management Framework and implementing this as part of the performance review process for all managers.

The City Leadership & Management Framework already forms a part of the Performance Review process for JNC staff and this will be widened out to all staff with people management responsibilities for 2007/8. A training programme is currently being developed and this is scheduled to be delivered by January 2007 for JNC managers and by the end of February 2007 for the remainder of the management group.

Human Resources have been working on the other actions identified in the corporate Action Plan and these are all on schedule.

CMT have been asked to ensure that their departmental Action Plans are reviewed against the actions they have committed to prior to assessment in November.

Jackie Condon
Head of Human Resources

Joint Staff Employer Forum

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Unlock your organisation's potential

An overview of the Standard framework



The Investors in People Standard

Principles	Indicators	Evidence requirements
Developing strategies to improve the performance of the organisation An Investor in People develops effective strategies to improve the performance of the organisation through its people.	1 A strategy for improving the performance of the organisation is clearly defined and understood.	<ol style="list-style-type: none"> 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.
	2 Learning and development is planned to achieve the organisation's objectives.	<ol style="list-style-type: none"> 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.
	3 Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.	<ol style="list-style-type: none"> 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.
	4 The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.	<ol style="list-style-type: none"> 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.

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

Taking action to improve the performance of the organisation

An Investor in People takes effective action to improve the performance of the organisation through its people.

Principles	Indicators	Evidence requirements
	5 Managers are effective in leading, managing and developing people.	<ol style="list-style-type: none"> 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.
	6 People's contribution to the organisation is recognised and valued.	<ol style="list-style-type: none"> 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.
	7 People are encouraged to take ownership and responsibility by being involved in decision-making.	<ol style="list-style-type: none"> 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.
	8 People learn and develop effectively.	<ol style="list-style-type: none"> 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.

Principles

Indicators

Evidence requirements

Evaluating the impact on the performance of the organisation

An Investor in People can demonstrate the impact of its investment in people on the performance of the organisation.

	9 Investment in people improves the performance of the organisation.	<ol style="list-style-type: none"> 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.
	10 Improvements are continually made to the way people are managed and developed.	<ol style="list-style-type: none"> 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. 2 Managers can give examples of improvements they have made to the way they manage and develop people. 3 People can give examples of improvements that have been made to the way the organisation manages and develops its people.

Glossary

Words can mean different things to different people. This glossary explains what certain words mean as they appear in the Investors in People Standard.

Business plan

This is a plan that sets out the organisation's objectives. It may also be known as an organisational plan, corporate plan, strategic plan, development plan or improvement plan.

Capabilities

These are the knowledge, skills and behaviours the organisation's leaders and managers need.

Constructive feedback

This is information provided to an individual that allows them to understand their particular strengths and their areas for improvement in relation to their performance.

Constructive relationships

This refers to positive working relationships between managers and representative groups.

Consult

This means managers and representative groups regularly examining issues of mutual concern together so that they can take account of the views of employees when making decisions that are likely to affect their interests.

Continually

This means happening often but with breaks in between each event.

Contribution

This is the ideas, time and effort that people give to an organisation to help it achieve its objectives.

Equality

This means recognising that while people are different and need to be treated as individuals, everyone is the same in terms of having equal

value, equal rights as human beings and a need to be treated with dignity and respect. In terms of the opportunity to learn and develop, equality means preventing and removing discrimination because of someone's race, sex, disability, sexuality, religion or belief, age, marital status or other personal characteristics. It makes sure that all groups have appropriate and fair access to learning and development opportunities.

Evaluation

This means reviewing the results of learning and development activities and identifying whether they have achieved their intended objectives and how this has had an impact on performance.

Impact

This means the results achieved and the effect this has had on performance.

Learning and development

This is any activity that develops skills, knowledge or attitude. Activities may range from formal training courses run internally or externally to informal on-the-job training or coaching.

Manager

This is anyone who is responsible for managing or developing people. This includes top managers.

Objectives

These are the results the organisation aims for to achieve its vision. To know if the objectives have been achieved, they need to be specific, measurable and time-bound. Specific means identifying exactly what needs to be achieved. Measurable means knowing how much has been achieved (for

example, 5% up, £100 more or five people more). Time-bound means setting a deadline for achieving the objectives (for example, by the end of this three-month period or within one year).

Organisation

This is the body that is working with the Investors in People Standard. It can be profit-making or non-profit-making, a charity, a subsidiary or a business unit.

Ownership

This means people playing a greater role in the success of the organisation, and being willing to own a decision and be accountable for its outcome.

People

This is anyone who helps the organisation to achieve its objectives – whatever role they play. It includes part-time workers, voluntary workers, people on renewable short-term contracts, and regular, casual employees. Where an indicator refers to 'people', it means everyone in the organisation (including managers and top managers). The only exception to this is where the assessor decides, based on evidence collected, that they will accept nearly everyone.

People who are members of representative groups

This refers to people who act as official representatives, rather than ordinary members.

Purpose

This describes why an organisation exists and what its business is. This could be expressed through a mission statement.

Quantify

This means explaining, in measurable terms, the results achieved through learning and development activities.

Regularly

This means at least once a year, but it could be more often. It is up to the organisation to define what is appropriate.

Representative groups

These are groups like trade unions, other workplace representatives, staff associations, works councils and partnership councils.

Strategy

This is the way an organisation aims to achieve its vision.

Team

This is a small or large group of people who come together to work towards a shared goal - for example, a project team, a branch or department. In small organisations, a team may be the whole organisation. As a result, where an evidence requirement refers to team, this will mean the whole organisation if there are no smaller teams.

Top managers

These are the most senior people in the organisation who are likely to be responsible for developing strategies and approving major investments. This could be the owners, the board of directors, partners or senior managers.

Vision

This describes where an organisation wants to be in the future and what it wants its people and its customers to say about it.

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Indicator	Areas for action/development identified	Implementation/Action	By Whom	When
4. 'The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood'.	<p>4.3 'People can describe what their manager should be doing to lead, manage and develop them effectively'.</p> <p><u>Assessors comments</u> Non managers (and many managers) were not aware of the Council's set of management capabilities.</p>	<ul style="list-style-type: none"> • Implement new supervision framework • Publish Directors/Head of Service objectives to whole organisation (on intranet) • Cascade the City Leadership and Management framework to all levels of manager • Re-communicate City Leadership and Management framework , so that all staff are aware of 'required' competencies for managers • Revise performance review paperwork to allow competency assessment for JNC and 'all other managers' • Ensure relevant training in place to support City Leadership and Management framework • Launch management induction framework and implement this 	<p>Senior Human Resources Adviser</p> <p>H of HR</p> <p>H of HR</p> <p>H of HR</p> <p>H of HR</p> <p>Human Resources Manager</p> <p>Job Evaluation Adviser</p>	<p>July 06</p> <p>June 06</p> <p>Jan 07</p> <p>July 06</p> <p>By Jan 07</p> <p>ongoing</p> <p>By Dec 06</p>

Indicator	Areas for action/development identified	Implementation/Action	By Whom	When
Other issues		<ul style="list-style-type: none"> • Communicate outcome of IIP Health Check and next steps • Organise formal 3 year IIP Assessment • Re-inforce importance of effective performance reviews /regular supervisions and team meetings and continue to encourage a culture of recognition of good performance and achievement 	<p>H of HR</p> <p>Human Resources Manager</p> <p>H of HR and all Managers</p>	<p>July 06</p> <p>Assessment in Dec 06</p> <p>ongoing</p>