



INVESTORS IN PEOPLE



Investors in People

A Presentation to: the Cayman Islands Society of Human Resource Practitioners



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What is the Investors in People Standard?

The Investors in People Standard is a business improvement tool designed to advance an organisation's performance through its employees.



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- Designed to work in any size or type of organisation or company
- Pragmatic and non-bureaucratic
- Flexible application and assessment processes
- An internationally recognised and respected mark of good practice

**Straight forward and universally applicable
business improvement tool**



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Some business benefits of working with Investors in People

Thousands of organisations have found that improving their people is an effective way of improving their business and they can point to real benefits...

- **Improved earnings, productivity and profitability**
- **Improved customer service**
- **Improved motivation**
- **Reduced costs and wastage**
- **Competitive advantage through improved performance**
- **Public recognition**



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Some Facts

- Launched in the UK in 1991 – ‘tried and tested’
- Over 34,000 organisations have been recognised
- It is backed by the CBI, TUC, Institute of Directors, Chartered Institute of Personnel and Development
- It has been the subject of four major reviews and revisions – it is current
- A truly international standard – currently in 32 countries including Bermuda, Canada, Cayman Islands, Gibraltar, Ireland, Isle of Man, Jersey



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The Investors in People - 3 principles





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The Investors in People Standard

The below diagram highlights the Investors in People Standard framework including the key principles and indicators.





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Plan: Developing Strategies

1. A strategy for improving the performance of the organisation is clearly defined and understood
2. Learning and development is planned to achieve the organisation's objectives
3. Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people
4. The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood



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Do: Taking Action

5. Managers are effective in leading, managing and developing people
6. People's contribution to the organisation is recognised and valued
7. People are encouraged to take ownership and responsibility by being involved in decision making
8. People learn and develop effectively



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Review: Evaluating the Impact

9. Investment in people improves the performance of the organisation
10. Improvements are continually made to the way people are managed and developed



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Feedback From Recognised Organisations

They wanted more!!!



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Investors in People Profile

- Is a framework of good practice that builds on the breadth and depth of the Investors in People Standard
- Originally developed in response to customer feedback, to offer greater stretch to recognised organisations
- Goes beyond the current scope of the Investors in People Standard into broader areas of people management and development



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How Does It Work?

- It is Based on the same principles as the Standard
 - Plan
 - Do
 - Review
- The principles are underpinned by the same 10 indicators of good practice as the Standard
- For each indicator a level of good practice has been identified



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Profile Levels

- Profile has 4 levels.
- Level 1 – Meeting the Standard and demonstrating good practice
- Level 2 – Exceeding the requirements of the Standard by achieving 50% of the Level 2 and 3 requirements
- Level 3 - Significantly exceeding the requirements of the Standard by achieving all of the Level 2 and 3 requirements
- Level 4 – The organisation demonstrates EXCELLENT PRACTICE by achieving all of the Level 4 requirements.



Profile: Business Strategy

1. A strategy for improving the performance of the organisation is clearly defined and understood
 - LEVEL 1 – THE STANDARD
 - Top managers make sure:
 - the organisation has a clear purpose and vision supported by a strategy for improving its performance.
 - the organisation has a business plan with measurable performance objectives.
 - there are constructive relationships with representative groups (where they exist) and the groups are consulted when developing the organisation's business plan.



Profile: Business Strategy

1. 1. A strategy for improving the performance of the organisation is clearly defined and understood
 - LEVEL 2 & 3
 - Top managers make sure
 - the organisation has a clear set of core values that support its purpose and vision.
 - the organisation's strategy is developed through the involvement of managers, people, stakeholders and other sources.
 - the organisation has key performance indicators to improve its performance.
 - They can describe how social responsibilities are taken into account in the organisation's strategy.



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Profile: Business Strategy

1. A strategy for improving the performance of the organisation is clearly defined and understood
 - LEVEL 4
 - Top managers make sure the core values are at the heart of the organisation's strategy and govern the way it operates.
 - They can describe how social responsibility is part of the culture of the organisation.



Profile: People Management Strategy

3. Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people
 - Level 1: Strategies to encourage contribution of ideas; recognition of different needs; access to needed support; equality of opportunity for learning and development
 - Level 2 & 3: Recruitment and selection strategies; equality and diversity strategies; work-life balance strategies; valuing constructive feedback; organisational structure
 - Level 4: Linking recruitment and selection to business strategy; linking equality and diversity strategies to business strategy; linking work-life balance strategies to business strategy



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The Challenge of Profile

- Expecting all clients to work with the entire Profile is a tall order!



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New Choices

- Introduced as a result of research showing that clients wanted more flexibility in how they work with the Investors in People products



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New Choices Project – Single Framework





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New Choices

- A new way of using the Investors in People framework
- Gives more choice and provides a more customised and business driven service
- The client will have the choice about the extent they wish to work with the whole framework.
- They may choose to work to the Standard or work above the Standard to achieve their full potential
- By focusing on each client's unique business requirements, New Choices will be more geared to their needs



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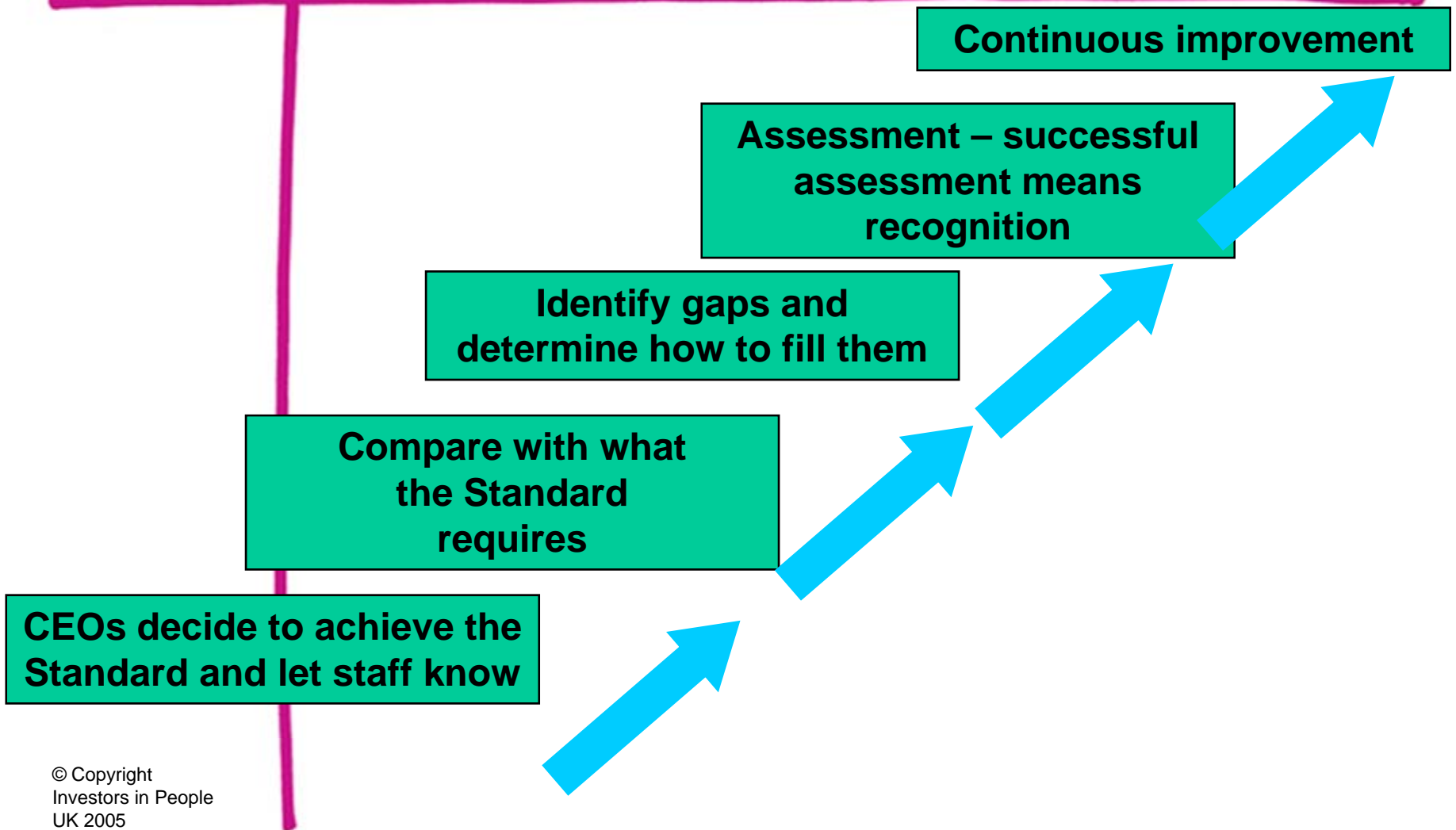
New Choices – How Does it Work?

- To attain the Standard you must meet the evidence requirements of all 10 indicators at Level 1
- You may then choose to focus on specific areas such as:
 - Increasing Sales
 - Managing Costs
 - Corporate Social Responsibility
 - Succession Planning
 - Recruitment and Retention
 - Leadership
 - Managing Change



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What are the steps involved?





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New Choices

“This represents the **most significant development** for Investors in People since the move from process to outcome measurement.”

Peter Russian Chief Executive of IIP Scotland



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The End

Any Questions?