

Our Framework Summary



INVESTORS
IN PEOPLE

We believe organisations
succeed by realising the
potential of their people.

Because good people
make a great business.

Our unique approach

The [Investors in People Framework](#) underpins our assessment methodology. Based on 20 years of leading practice, the Framework sets out a clear structure and benchmark for improvement, to help every team be the very best they can be.

Meeting the Standard

The core foundation of people management excellence, the Standard, is a benchmark for any well-run organisation. Every organisation is expected to meet 39 evidence requirements from the core framework to achieve Standard level accreditation.

Core principles

There are three principles behind the Investors in People framework:

Plan: Develop strategies to improve performance

Do: Take action to improve performance

Review: Evaluate and improve performance

These principles break down into 10 framework indicators that allow our trained Specialists to benchmark organisations against IIP best practice.

Beyond the Standard

Organisations that go beyond the Standard, and meet additional evidence requirements, are then eligible for additional levels of accreditation.

- 26 additional evidence requirements to be accredited as Investors in People Bronze.
- 76 additional evidence requirements to be accredited Investors in People Silver.
- 126 evidence requirements to be accredited Investors in People Gold.



The Investors in People Framework Summary

Plan				Do				Review	
01 BUSINESS STRATEGY	02 LEARNING & DEVELOPMENT STRATEGY	03 PEOPLE MANAGEMENT STRATEGY	04 LEADERSHIP & MANAGEMENT	05 MANAGEMENT EFFECTIVENESS	06 RECOGNITION & REWARD	07 INVOLVEMENT & EMPOWERMENT	08 LEARNING & DEVELOPMENT	09 PERFORMANCE MEASUREMENT	10 CONTINUOUS IMPROVEMENT

The Standard Top managers should make sure (and their people should confirm) that:

<p>The organisation has a vision/purpose, strategy and plan</p> <p>People are involved in planning</p> <p>Representative groups (where appropriate) are consulted when developing the plan</p>	<p>Learning priorities are clear and linked to the plan</p> <p>Resources for learning and development are made available</p> <p>The impact will be evaluated</p>	<p>People are encouraged to contribute ideas</p> <p>There is equality of opportunity for development and support</p>	<p>Managers are clear about the capabilities they need to lead, manage and develop people</p> <p>People know what effective managers should be doing</p>	<p>Managers are effective and can describe how they lead, manage and develop their people</p>	<p>People believe they make a difference</p> <p>People believe their contribution is valued</p>	<p>Ownership and responsibility are encouraged</p> <p>People are involved in decision-making</p>	<p>People's learning and development needs are met</p>	<p>Investment in learning can be quantified</p> <p>Impact can be demonstrated</p>	<p>Evaluation results in improvements to people strategies and management</p>
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Extended Framework

<p>Clear core values relate to vision and strategy</p> <p>Key performance indicators are used to improve performance</p> <p>Social responsibility is taken into account in the strategy</p> <p>People and stakeholders are involved in strategy development</p>	<p>The learning and development strategy builds capability</p> <p>Plans take account of learning styles</p> <p>People help make decisions about their own learning</p> <p>Learning and development is innovative and flexible</p> <p>There is a culture of continuous learning</p>	<p>The recruitment process is fair, efficient and effective</p> <p>A diverse, talented workforce is created</p> <p>A work-life balance strategy meets the needs of its people</p> <p>Constructive feedback is valued</p> <p>The structure makes the most of people's talents</p>	<p>Leadership and management capabilities for now and the future are defined</p> <p>Managers are helped to acquire these capabilities</p> <p>Leadership and management strategy link to business strategy, taking account of external good practice</p> <p>Everyone is encouraged to develop leadership capabilities</p>	<p>Managers are role models of leadership, teamwork and knowledge sharing</p> <p>Coaching is part of the culture</p> <p>People are helped to develop their careers</p> <p>There is a culture of openness and trust</p>	<p>Reward and recognition strategies link to business strategy and are externally benchmarked</p> <p>Representative groups are consulted (where appropriate)</p> <p>What motivates people is understood</p> <p>Success is celebrated</p> <p>Benefits strategy goes beyond legal requirements</p> <p>Colleagues' achievements are recognised</p>	<p>Effective consultation and involvement is part of the culture</p> <p>People are supported and trusted to make decisions</p> <p>Knowledge and information are shared</p> <p>People are committed to success</p> <p>There is a culture of continuous improvement</p> <p>People can challenge the way things work</p> <p>There is a sense of ownership and pride in working for the organisation</p>	<p>Learning and development resources are used effectively</p> <p>Learning is an everyday activity</p> <p>Innovative and flexible approaches to learning and development are used</p> <p>People are given the opportunity to achieve their full potential</p> <p>All learning is valued and celebrated and is an everyday activity</p> <p>Mentoring is used</p> <p>Personal development is supported</p>	<p>The contribution of people strategies is measured and evaluated</p> <p>Impact on key performance indicators can be described</p> <p>Performance improves as a result</p> <p>Career prospects improve</p> <p>Flexible and effective approaches to measuring return on investment are used</p> <p>Return on investment in people is reported to stakeholders</p>	<p>Self review and information from external review are used</p> <p>Effective feedback methods are used to understand people's views on how they are managed</p> <p>Internal and external benchmarking are used</p> <p>People's views on how they are managed improves</p> <p>People believe it's a great place to work</p>
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Glossary of key words

Accredited

When you have met the Standard, you are accredited as an Investors in People organisation. If you choose to go further, you can also achieve Bronze, Silver or Gold accreditation by adding additional evidence requirements.

Benchmarking

Comparing the organisation's strategies and practices with those of its competitors or similar organisations.

Business plan

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

The knowledge, skills and behaviours the organisation's leaders and managers need to achieve its objectives and vision.

Coaching

A formal or informal process that aims to improve the performance, learning and development of an individual through effective questioning and feedback. It is about helping people to think issues through for themselves, rather than about telling or instructing someone.

Constructive feedback

Information provided to an individual regarding their performance. The aim is to increase their understanding both of their strengths and of the areas where they could improve.

Constructive relationships

Positive working relationships between managers and representative groups.

Consult

What managers do when they discuss matters of mutual concern with representative groups, so that they can take account of the views of employees when making decisions that may affect their interests.

Corporate Social Responsibility

An organisation's duty to act as a responsible employer and member of the community. This may include involvement in local community projects.

Culture

The organisation's beliefs, behaviours, and values that influence the way people work.

Diverse workforce

A workforce made up of people from different cultural backgrounds, with different personal characteristics related to race, gender, disability, sexuality, religion, belief, age and marital status.

Diversity

The cultural, social, gender or other differences between people, with reference to an organisational culture that encourages and values these differences. In addition, a culture of diversity is about recognising, valuing and taking account of different skills and life experiences.

Equality

Recognising that everyone is treated with dignity and respect, regardless of race, gender, disability, sexuality, religion or belief, age, marital status or other personal characteristics. In terms of learning and development, equality means recognising that different groups have different needs, and ensuring that they have appropriate and fair access to appropriate opportunities.

Evaluation

The process of reviewing the results of something, such as learning and development activity, to identify what impact it has had and to assess whether it has achieved its intended objectives and how this has impacted on their performance.

Evidence Requirements

The Investors in People framework is made up of 196 individual evidence requirements. These in turn make up ten indicators, such as business strategy and management effectiveness.

Framework

The Investors in People framework sets out outcomes that represent good practice in the way in which people are led, managed and developed.

Impact

The results achieved from an action, and the effect it has had on performance.

Inspirational leadership

A quality attributed to leaders who are able to create a culture of motivation and commitment. Inspiring leaders aim to create an environment of trust in which people can be creative and motivated to fulfil their potential.

They tend to:

- have passion
- have a sense of purpose
- be honest and trustworthy
- encourage others to share their vision
- inspire others to achieve their potential.

Investors in People Centres

New or existing customers are free to work with any of our licensed Investors in People Centres across the UK and internationally. All your advice and assessment needs are provided for via our eight centres. They look after all the day-to-day contact with customers and can provide you with answers on how things work, what your options are and how much they cost.

Key performance indicators

Measures an organisation uses to monitor, understand, predict and improve its performance. Depending on the organisation's purpose and objectives, these may relate to finance, people, customers and quality.

Learning and development

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.

Learning styles

The different ways in which people are best able to learn, and can include (for example) solitary or group scenarios, discussion, written information, pictures, hands-on learning and seminars.

Mentoring

This means advice and guidance offered by a more experienced person to develop an individual's potential. Mentoring tends to focus on long-term career goals rather than immediate performance issues, and may be carried out by people from within the organisation or outside it, but not usually by an individual's line manager.

Glossary of key words

Objectives

The results an organisation aims to achieve in its vision. To be useful as a guide for an organisation, objectives need to be specific, measurable and time-bound. Specific means identifying exactly what needs to be achieved; measurable means identifying how much needs to be achieved (for example, 5 per cent 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

The body that is working with the Investors in People framework. It can be profit-making or non-profit-making, a charity, a government department, a school, a business or a subsidiary.

Ownership

People who are prepared to demonstrate ownership play a greater role in the success of the organisation, and are willing to own a decision or action and be accountable for its outcome.

People

Anyone who helps the organisation to achieve its objectives. The scope of this would embrace all roles in an organisation including managers and top managers, full-time, part-time and voluntary employees, people on renewable short-term contracts, and regular, casual employees. People who are members of representative groups.

Those people who act as official representatives, rather than ordinary members.

Personal development

Any activity that develops an individual's skills, knowledge or attitude, which may or may not be related to the work they carry out in the organisation.

Quantify

To explain in measurable terms – for example, quantifying the results achieved through learning and development activities.

Recruitment and selection

Recruiting and selecting people from both inside and outside your organisation.

Representative groups

Groups such as trade unions, other workplace representatives, employee associations, works councils and partnership councils.

Reward and recognition strategy

A strategy which provides both reward in the form of formal compensation and benefit arrangements (financial and non-financial); and recognition in its arrangements for acknowledging and appreciating people's specific achievements.

Self Review

This is an evaluation of an organisation's strategy or practice by using formal or structured methods.

Social Responsibility

This means an organisation's duty to act as a responsible employer and member of the community. This may include developing people through local community projects.

Specialists

Our Specialists are licensed assessors and advisers with extensive management experience across all sectors.

Working with a licensed Specialist ensures that you, as a client, are receiving the most up-to-date information on Investors in People from qualified and competent individuals who can help you achieve improved business performance.

Stakeholders

These are the people who have an interest in the organisation, its activities and its achievements. They may include customers, partners, employees, shareholders, owners, the Government and regulators.

Strategy

The plan an organisation has for how it aims to achieve its vision.

Team

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

The Standard

At the heart of Investors in People is the Standard, which has 39 outcome-based evidence requirements that make up the Plan, Do, Review cycle. Once you meet the Standard, you become accredited as an Investors in People organisation. Two of these evidence requirements only need to be met if you're an organisation with representative groups.

Top managers

The most senior people in the organisation, who are responsible for developing strategies and approving major investments.

They could be the owners, the board of directors, partners or senior managers, or a combination of these.

Values

The principles that determine how people work within an organisation.

Vision

What and where an organisation wants to be in the future, and how it wants to be described by its people and customers.

Working with

Organisations that are only looking for advice and support from our Specialists will be described as 'working with' Investors in People.

Work – Life Balance Strategy

This is a strategy to make sure people are able to balance the demands of working at an organisation with the demands of a personal life, while having success and satisfaction with both.

Get in touch

Begin your partnership with Investors in People by arranging a no-obligation consultation.

 Call 0300 303 3033 today

 Follow us on twitter: @IIPtweets

 Go online: www.investorsinpeople.co.uk

