What is the Investors in People framework?

Investors in People is a continuous improvement framework and a benchmark for any well-run organisation. Launched in May 2009, the new choices approach is tailored to your individual organisation's business needs.
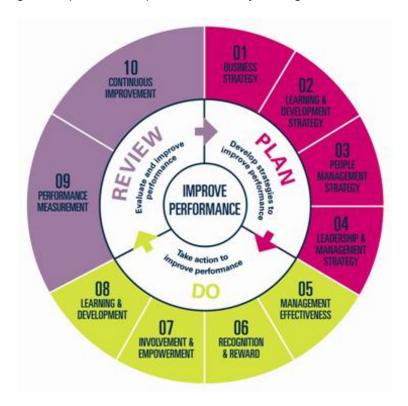
The new choices approach offers a more flexible way for your organisation to work with the framework. The framework itself has been extended beyond the Standard to give your organisation the opportunity to explore more in depth, the areas that are most important to you. As every organisation has different needs and requirements, your adviser and assessor will work with you to identify the most relevant parts of the framework for your organisation and its particular needs. The framework is successfully used in more than 35,000 organisations from all sizes and sectors in 70 countries.

There are three main principals of the framework - Plan, Do, Review

Plan – Developing strategies to improve the performance of your organisation

Do – Taking action to improve the performance of your organisation

Review – Evaluating the impact on the performance of your organisation

Additional Recognition

Every organisation needs to meet the 39 evidence requirements in the Standard (or 37 evidence requirements if they have no formal representative groups in place) to become or remain recognised as an Investor in People organisation.

How your organisation meets these requirements can be tailored to your organisation's individual business needs – whether this is increasing profitability, managing difficult changes or retaining key talent.

Your organisation can achieve additional recognition by working beyond the Investors in People Standard. Your choice is part of the framework that builds on the principals of the Standard, going further and deeper where you need it most. This more focused approach is designed to help you reap the rewards of working at your own pace. Whether you go beyond the Standard, or stay within it, this new approach to the framework strengthens your organisation's strategic planning and performance and provides you with a vision for continuous measurable improvement.

Additional recognition can be achieved as follows:

- An Organisation meeting the Standard <u>plus</u> a minimum of 26 additional evidence requirements drawn from the 'Your Choice' section of the Framework will be recognised as Investors in People **Bronze**

- An Organisation meeting the Standard <u>plus</u> a minimum of 76 additional evidence requirements drawn from the 'Your Choice' section of the Framework will be recognised as Investors in People **Silver**

- An Organisation meeting the Standard <u>plus</u> a minimum of 126 additional evidence requirements drawn from the 'Your Choice' section of the Framework will be recognised as Investors in People **Gold**

To find out more about the framework and how it might apply to your business issues, Investors in People have created a Business Issue Scoping Tool which is available at www.investorsinpeople.com/tools-and-success-stories/tools-and-resources. It covers a multitude of issues including managing change, increasing efficiency, maximising profitability and strategic leadership, among others. Using the interactive tools can used a stepping stone for your business to get started on the Investors in People journey.

01 BUSINESS STRATEGY
A strategy for improving the performance of the organisation is clearly defined and understood.

Evidence Requirements

	Top managers	Managers (includes top managers)	People (includes top managers and managers)
THE STANDARD	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.
YOUR CHOICE	7 Top managers make sure the organisation has a clear set of core values that support its purpose and vision. 8 Top managers make sure the organisation's strategy is developed through the involvement of managers, people, stakeholders and other sources. 9 Top managers make sure the organisation has key performance indicators to improve its performance. 10 Top managers can describe how social responsibilities are taken into account in the organisation's strategy. 11 Top managers make sure the core values are at the heart of the organisation's strategy and govern the way it operates. 12 Top managers can describe how social responsibility is part of the culture of the organisation.	13 Managers can describe the organisation's core values and what this means to the way they are expected to manage. 14 Managers can describe how they are involved in developing the organisation's strategy. 15 Managers can describe the key performance indicators they use to improve the organisation's performance. 16 Managers can describe the organisation's social responsibilities and what this means to the way they are expected to manage. 17 Managers can describe how they make sure the core values are at the heart of the way the organisation operates. 18 Managers can describe how they make sure social responsibility is part of the culture of the organisation.	19 People can describe the organisation's core values and what this means to the way they are expected to work. 20 People can describe how they are involved in developing the organisation's strategy. 21 People can describe the key performance indicators used by the organisation to improve its performance. 22 People can describe the organisation's social responsibilities and what this means to the way they are expected to work. 23 People believe the core values are at the heart of the way the organisation operates. 24 People believe in and share the organisation's vision and values. 25 People believe that social responsibility is part of the culture of the organisation.

Plan: Develop strategies to improve performance

"By knitting together both plans (the business plan and HR plan), we ensured we would be prepared for major change in the future. We knew this approach was successful when we were faced with the fourfold expansion of our manufacturing facility. Such was our readiness for this degree of change that we were able to complete the entire process in only seven months. Our programme of change management was so successful that the project was highly commended for a training award"

Julie Dixon, HR and Facilities Manager, Thermo Fisher Scientific

02 LEARNING & DEVELOMENT STRATEGY
**Learning and development is planned
to achieve the organisation's objectives.**

Evidence Requirements

	Top managers	Managers (includes top managers)	People (includes top managers and managers)
THE STANDARD	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.
YOUR CHOICE	5 Top managers can describe the learning and development strategy they have in place to build the organisation's capability to achieve its vision. 6 Top managers can describe how innovative and flexible ways of developing people are identified through internal and external sources, and how these are included in the organisation's learning and development strategy. 7 Top managers can describe how they have created a culture that encourages continuous learning and promotes the development of skills and knowledge at every level.	8 Managers can describe the plans they have in place to build their team's capability to contribute to achieving the organisation's vision. 9 Managers can describe how they involve people in identifying the learning and development needs of their team and the activities planned to meet them. 10 Managers can describe how they take account of people's different learning styles when planning learning and development. 11 Managers can describe how they act as a role model for continuous learning.	12 People can confirm that their learning and development is planned to build their future capability to contribute to achieving the organisation's vision. 13 People can describe how they are involved in identifying the learning and development needs of their team and the activities planned to meet them. 14 People can describe what the team learning and development activities should achieve for the team and the organisation. 15 People can confirm that learning and development takes account of their preferred learning style. 16 People believe they have a responsibility for their own learning and development. 17 People believe that continuous learning is at the heart of the culture of the organisation.

Plan: Develop strategies to improve performance

03 PEOPLE MANAGEMENT STRATEGY

Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.

Evidence Requirements

Top managers	Managers (includes top managers)	People (includes top managers and managers)
THE STANDARD		
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.
YOUR CHOICE		
6 Top managers can describe strategies they have in place to make sure recruitment and selection meets the needs of the organisation and is fair, efficient and effective. 7 Top managers can describe strategies they have in place to promote equality and manage diversity in the workplace. 8 Top managers can describe strategies they have in place to support work-life balance to meet the needs of the organisation and its people. 9 Top managers can describe how they have created an environment where giving and receiving constructive feedback is valued. 10 Top managers can describe how the organisation's structure is designed to achieve its strategy and make the most of people's talents. 11 Top managers can describe how the organisation's recruitment and selection strategies are linked to its business strategy and are designed to make sure there is a talented and diverse workforce that is able to achieve the organisation's vision. 12 Top managers can describe how the organisation's equality and diversity strategies are linked to its business strategy and applied throughout the organisation. 13 Top managers can describe how the organisation's work-life balance strategies are linked to its business strategy and applied throughout the organisation.	14 Managers can describe how they make sure recruitment and selection is fair, efficient and effective. 15 Managers can describe how they value people's differences and how they are effective in promoting equality and managing diversity in the workplace. 16 Managers can describe how they make sure work-life balance solutions are effectively put into practice. 17 Managers can describe how they encourage people to give and receive constructive feedback. 18 Managers can describe how they make sure people are given the opportunity to make the most of their talents within the organisation. 19 Managers can describe how they play an important role in recruiting and selecting people with values that match the organisation's values. 20 Managers can describe how they value diversity and create an environment where people can use their unique talents and achieve their potential. 21 Managers can describe how they value the work-life balance strategies and apply them creatively to benefit individuals, teams and the organisation.	22 People believe recruitment and selection is fair. 23 People believe managers value people's differences and can give examples of how they promote equality and manage diversity in the workplace. 24 People can describe how they are supported in balancing their work and personal lives. 25 People can describe how they give and receive constructive feedback to improve performance. 26 People believe they are given the opportunity to make the most of their talents within the organisation. 27 People can describe how their views are taken into account when recruiting and selecting team members. 28 People believe everyone in the organisation values diversity. 29 People believe work-life balance is valued and part of the culture of the organisation.

Plan: Develop strategies to improve performance

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

04 LEADERSHIP & MANAGEMENT STRATEGY
The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.

Evidence Requirements

	Top managers	Managers (includes top managers)	People (includes top managers and managers)
THE STANDARD	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.
YOUR CHOICE	4 Top managers can describe how they define the current and future capabilities managers need in line with the organisation's purpose, vision and values. 5 Top managers make sure managers are regularly reviewed against the capabilities and receive constructive feedback on their performance. 6 Top managers make sure managers are provided with the help they need to develop the capabilities. 7 Top managers can describe how the organisation's leadership and management strategy is linked to its business strategy and takes account of external good practice. 8 Top managers can describe how they create an environment where everyone is encouraged to develop leadership capabilities.	9 Managers can describe how they are involved in defining the current and future capabilities all managers need. 10 Managers can confirm that they are regularly reviewed against the capabilities and receive constructive feedback on their performance. 11 Managers can confirm that they are provided with the help they need to develop the capabilities. 12 Managers can describe how they encourage everyone to develop leadership capabilities.	13 People can give examples of how they have been encouraged to develop leadership capabilities.

Plan: Develop strategies to improve performance

05

MANAGEMENT EFFECTIVENESS
Managers are effective in leading, managing and developing people.

Evidence Requirements

	Top managers	Managers (includes top managers)	People (includes top managers and managers)
THE STANDARD		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.
YOUR CHOICE	5 Top managers can describe how they act as role models when demonstrating the leadership and management capabilities in line with the organisation's values. 6 Top managers can describe how they act as role models when working as a team and sharing knowledge. 7 Top managers can describe how they act as role models for inspirational leadership and have an open, honest and trusting management style. 8 Top managers can describe how they have made coaching part of the organisation's culture.	9 Managers can describe how they lead, manage and develop people in line with the organisation's values. 10 Managers can describe how they encourage people to work together and share knowledge within and across teams. 11 Managers can describe how they make sure people receive information, advice and guidance to help them plan and develop their career. 12 Managers can describe how they use coaching skills to help people achieve their potential. 13 Managers can describe how they act on feedback from all levels in the organisation to improve the way they lead, manage and develop people. 14 Managers can describe how top managers inspire them to lead, manage and develop people effectively. 15 Managers can give examples of how they themselves act as inspirational leaders.	16 People can describe how their manager leads, manages and develops them in line with the organisation's values. 17 People can describe how they work together and share knowledge within and across teams. 18 People can confirm that they receive information, advice and guidance to help them plan and develop their career. 19 People can describe how their managers use coaching skills to help them achieve their potential. 20 People can confirm that they are able to give constructive feedback to their manager, and believe it is well received and acted on. 21 People can confirm that they respect and trust their managers. 22 People can confirm that they have confidence in the leadership and management capabilities of top managers. 23 People can describe how managers inspire and motivate them to achieve their full potential. 24 People believe the organisation has a culture of openness and trust. 25 People believe that coaching is part of the organisation's culture.

Do: Take action to improve performance

06

RECOGNITION & REWARD
People's contribution to the organisation is recognised and valued.

Evidence Requirements

Top managers	Managers (includes top managers)	People (includes top managers and managers)
THE STANDARD		
	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.
YOUR CHOICE		
4 Top managers make sure the organisation has a clear and fair reward and recognition strategy which is used to motivate people to improve the organisation's performance.	8 Managers can describe how they are involved in developing the organisation's reward and recognition strategy.	14 People who are members of representative groups can confirm that the groups are involved in developing the organisation's reward and recognition strategy.
5 Top managers can describe how they involve representative groups (where they exist) in developing the organisation's reward and recognition strategy.	9 Managers can describe how they apply the organisation's reward and recognition strategy fairly.	15 People can describe the organisation's reward and recognition strategy and what they need to do to be valued, recognised and rewarded.
6 Top managers can describe how the organisation's reward and recognition strategy is linked to its business strategy and externally benchmarked.	10 Managers understand what motivates their people and take account of this when recognising and rewarding them.	16 People believe the organisation's reward and recognition strategy is fair and can give examples of how they are motivated by it.
7 Top managers make sure the organisation has a forward-thinking benefits strategy with policies that go beyond legal requirements.	11 Managers can describe how they reward and celebrate individual and team successes and achievements.	17 People can describe how individual and team successes and achievements are rewarded and celebrated.
	12 Managers can describe how they involve people in developing the organisation's reward and recognition strategy.	18 People can describe how they are involved in developing the organisation's reward and recognition strategy.
	13 Managers can describe how they encourage people to recognise the contribution their colleagues make to the organisation.	19 People can describe how they recognise the contribution their colleagues make to the organisation.

Do: Take action to improve performance

"Groundwork South Tyneside & Newcastle's journey towards gaining Investors in People has empowered an already close knit team to work in an even more coordinated manner. Additionally, it helped us to formalise practices, keeping it as non-technical and light hearted as possible. The whole team agrees that it has promoted the Trust's ongoing growth and development. Every member of staff contributed to this award and are proud to be recipients of it."

Helénè Turner, Funding and HR Manager, Groundwork South Tyneside & Newcastle

07 INVOLVEMENT & EMPOWERMENT
People are encouraged to take ownership and responsibility by being involved in decision-making.

Evidence Requirements

	Top managers	Managers (includes top managers)	People (includes top managers and managers)
THE STANDARD		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.
YOUR CHOICE	4 Top managers can describe the consultation arrangements they have in place to encourage people to take part in decision-making at both an individual and a representative level. 5 Top managers make sure the organisation has effective internal communication systems to encourage knowledge and information to be shared throughout the organisation. 6 Top managers can describe how consultation and involvement is part of the organisations culture. 7 Top managers can describe how they involve people in designing consultation arrangements. 8 Top managers can describe how they have created a culture where people aim for continuous improvement.	9 Managers can describe how they make sure people receive the support they need to make decisions that affect the performance of individuals, teams and the organisation, at a level that is appropriate to their role. 10 Managers can describe how they encourage knowledge and information to be shared throughout the organisation. 11 Managers can give examples of how they have created an environment where people aim for continuous improvement and openly challenge the way the organisation works to improve performance.	12 People can give examples of how they take ownership for decisions that affect the performance of individuals, teams and the organisation, at a level that is appropriate to their role. 13 People believe that the consultation arrangements are effective and allow them to take part in decision-making. 14 People can confirm that they have access to the knowledge and information and receive the support they need to make decisions and improve performance. 15 People believe their managers trust them to make decisions that improve performance. 16 People can confirm that they are committed to the success of the organisation. 17 People can confirm that they are involved in designing consultation arrangements. 18 People believe they can challenge the way the organisation works to improve performance and can give examples of how they or others have done so. 19 People can describe what gives them a sense of ownership and pride in working for the organisation.

Do: Take action to improve performance

08

LEARNING & DEVELOPMENT
People learn and develop effectively.

Evidence Requirements

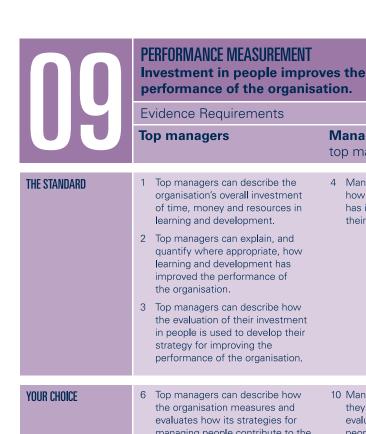| Top managers	Managers (includes top managers)	People (includes top managers and managers)
THE STANDARD		
	1 Managers can describe how they make sure people's learning and development needs are met.	2 People can describe how their learning and development needs have been met, what they have learnt and 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.
YOUR CHOICE		
4 Top managers make sure the organisation makes effective use of internal and external resources for learning and development.	8 Managers can describe how they make sure knowledge and learning is shared across the organisation.	13 People can confirm that knowledge and learning is shared across the organisation.
5 Top managers can describe how the organisation is flexible in the way it develops people, using innovative and cost-effective solutions that meet learning and development needs.	9 Managers can describe how they provide learning and development opportunities for people to achieve their full potential for mutual benefit.	14 People can describe how they are encouraged to try new approaches and learn from their efforts, mistakes and successes.
6 Top managers can describe how they have created a culture where all learning is valued.	10 Managers can describe how they recognise and celebrate learning and development achievements.	15 People can confirm that they are motivated to learn and enjoy putting their learning into practice.
7 Top managers can describe how they make sure mentoring opportunities are available.	11 Managers can describe how they make sure learning and development is an everyday activity.	16 People can confirm that they are well supported after learning and development activities, and have clear objectives for putting the new skills and knowledge into practice.
	12 Managers can describe how they support people in their personal development activities and encourage them to broaden their knowledge and skills through learning.	17 People can describe how learning and development achievements are recognised and celebrated.
		18 People can confirm that learning and development is an everyday activity.
		19 People can describe how they are supported in their personal development activities.
		20 People can confirm that mentoring opportunities are available.

Do: Take action to improve performance

09

PERFORMANCE MEASUREMENT
Investment in people improves the performance of the organisation.

Evidence Requirements

	Top managers	Managers (includes top managers)	People (includes top managers and managers)
THE STANDARD	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.
YOUR CHOICE	6 Top managers can describe how the organisation measures and evaluates how its strategies for managing people contribute to the organisation's performance. 7 Top managers can describe the impact of their investment in people on achieving key performance indicators. 8 Top managers make sure the organisation has a flexible and effective approach to measuring and reporting the return on investment on its people strategies. 9 Top managers make sure that the return on investment on its people strategies is reported clearly to all stakeholders.	10 Managers can describe how they are involved in measuring and evaluating how the organisation's people strategies contribute to its performance. 11 Managers can give examples of improvements in the performance of individuals, their team and the organisation as a result of people management activities.	12 People can describe how their career prospects have improved as a result of their learning and development and the way they have been managed. 13 People can give examples of improvements in the performance of the team as a result of people management and development activities. 14 People can describe how the organisation's investment in people has improved its performance.

Review: Evaluate and improve performance

"Working with the Investors in People framework and attaining the Standard will help significantly in developing Beamish further. We have already seen changes in the approaches to people management and leadership within the museum, as well as improved and heightened communication. We aim to continue to develop the Museum through investing further in our staff and volunteers using the Investors in People Standard as a framework for initiating and driving change".

Richard Evans, Director, Beamish Museum

10 CONTINUOUS IMPROVEMENT
Improvements are continually made to the way people are managed and developed.

Evidence Requirements

	Top managers	Managers (includes top managers)	People (includes top managers and managers)
THE STANDARD	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.
YOUR CHOICE	4 Top managers can describe how the organisation has used self-review techniques to improve its strategies for managing and developing people. 5 Top managers can describe how the organisation has used information from external reviews, including the previous Investors in People assessment or review, to improve its strategies for managing and developing people. 6 Top managers make sure effective feedback methods are used to understand people's needs and expectations and to highlight improvements needed to the way they are managed and developed. 7 Top managers can describe the range of measures used to monitor and understand people's view of how they are managed and developed. 8 Top managers can describe how the organisation has used internal and external benchmarking to review and improve its strategies for managing and developing people. 9 Top managers can demonstrate an improvement in people's view of how they are managed and developed.	10 Managers can describe how they review and evaluate people management and development and use this learning to shape future activity. 11 Managers can describe how they involve people in identifying improvements to the way they are managed and developed.	12 People can give examples of how they are involved in identifying improvements to the way they are managed and developed. 13 People believe that managers are genuinely committed to improving the way they manage and develop them. 14 People can describe improvements that have been made, as a result of their feedback, to the way the organisation manages and develops people. 15 People believe that the organisation is a great place to work as a result of ongoing improvements made to the way they are managed and developed.

Review: Evaluate and improve performance

"There is no doubt that the Investors in People Standard has created a real buzz here. Our people are committed to continuous improvement, they're enthusiastic, supportive and importantly they're happy to work here. Their impact on our business performance and productivity has been simply outstanding."

Gordon Arkley, Managing Director, Faraday Printed Circuits