

**ADEILADU  
ARBENIGRWYDD**  
Clwb De Orllewin Cymru



**CONSTRUCTING  
EXCELLENCE**  
South West Wales Club

# **Work Smarter & Live Better Investors in People**

**15<sup>th</sup> February 2017**

**Village Hotel, Swansea**



# Geoff Wildman

## Chair

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ARBENIGRIFYDD**  
Clwb De Orllewin Cymru



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South West Wales Club



17/02/2017



Denise Blackshaw

Investors in People Practitioner

17/02/2017



<https://www.youtube.com/watch?v=QhYUZn6PcCg>

## Investors in People Wales

- Changes within IIP Wales and funding
- How IIP can benefit your organisation
- An understanding of the new sixth generation Standard
- An understanding of the refreshed assessment process and the key changes.
- Health and Wellbeing Award
- Questions

# Investors in People Update

Funding

IIP Centre

IIP Contact details:

0300 303 3033

[WWW.investorsinpeople.com](http://WWW.investorsinpeople.com)

# Investors in People is the standard for people management



Since 1991 Investors in People has defined what it takes to lead, support and manage people well for sustainable results.

Based on 25 years of leading practice, the Investors in People framework sets out the criteria for high performance in people management and for achieving accreditation against the Standard.

Over 14,000 organisations work with us across 75 countries worldwide to measure performance, drive improvements and recognize their success, both internally and externally.

Investors in People is the Standard for People management.

Working towards the accreditation levels is a journey of continuous improvement.

The Standard tests the alignment between your people management and organisations ambition.

It therefore drives business improvement



## The key drivers for change

**The environment within which organisations operate, is changing faster than ever**

Financial crisis

New generations

Digital revolution

**Raising the standard of people practices across the UK and internationally**

Benchmarking

Greater value

High performance

**The IIP Standard should reflect the latest innovation and new thinking**

Reflect best practice

Modernise and update

Be relevant

# The Investors in People Standard



# LEADING



## 1. LEADING AND INSPIRING PEOPLE

Leaders make the organisations objectives clear. They inspire and motivate people to deliver against these objectives and are trusted by people in the organisation.



## 2. LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

People and leaders act in line with the organisation's values at all times. They have the courage and support to challenge inconsistent behaviours.



## 3. EMPOWERING AND INVOLVING PEOPLE

There is a culture of trust and ownership in the organisation where people feel empowered to make decisions and act on them.

# SUPPORTING



## 4. MANAGING PERFORMANCE

Objectives within the organisation are fully aligned, performance is measured and feedback is used.



## 5. RECOGNISING AND REWARDING PEOPLE

Recognition and reward is clear and appropriate, creating a culture of appreciation where people are motivated to perform at their best.



## 6. STRUCTURING WORK

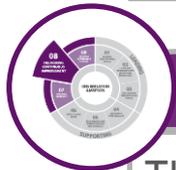
The organisation is structured to deliver the organisation's ambition. Roles and designed to deliver organisational objectives and create interesting work for people, while encouraging collaborative ways of working.

# IMPROVING



## 7. BUILDING CAPABILITY

People's capabilities are actively managed and developed. This allows people to realise their full potential and ensures that the organisation has the right people at the right time, for the right roles.



## 8. DELIVERING CONTINUOUS IMPROVEMENT

There is a focus on continuous improvement. People use internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation.



## 9. CREATING SUSTAINABLE SUCCESS

The organisation has a focus on the future and is responsive to change. Leaders have a clear understanding of the external environment and the impact this has on the organisation.

# Key principles of the Standard



- ❖ **High performance:** The Standard is based on the concept of high performance through people
- ❖ **Key indicators:** Reflects the 9 key people management indicators for success
- ❖ **Up to date concepts:** Two new concepts added to the framework: 'Structuring work' and 'Sustainable success'
- ❖ **Leadership:** Leaders and People have replaced 'Top Manager' 'Manager' 'People'
- ❖ **Alignment:** Organisation ambition is at the heart of the Standard to ensure alignment between people and objectives
- ❖ **Continuous improvement:** Organisations progress through the Standard via levels of 'performance'

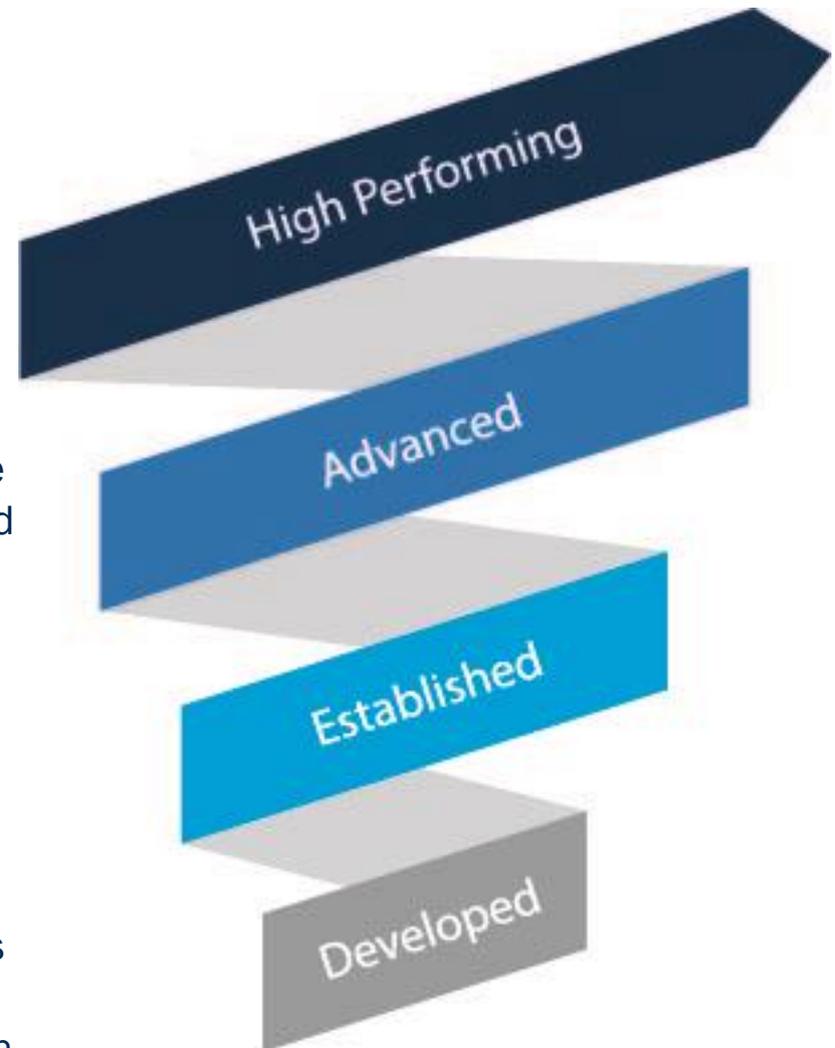
# Performance levels

**STAGE ONE Developed** – The appropriate principles and practices are in place and communicated. People and leaders know what is expected of them.

**STAGE TWO Established** – People and leaders are actively engaged in ensuring the appropriateness and consistency of the principles and practices.

**STAGE THREE Advanced** – People and leaders actively drive positive outcomes, taking ownership of the principles and practices.

**STAGE FOUR High Performing** – The principles and practices are fully integrated with other business practices. People and leaders take accountability for delivering consistently positive results, always with an eye on improvement and the future.



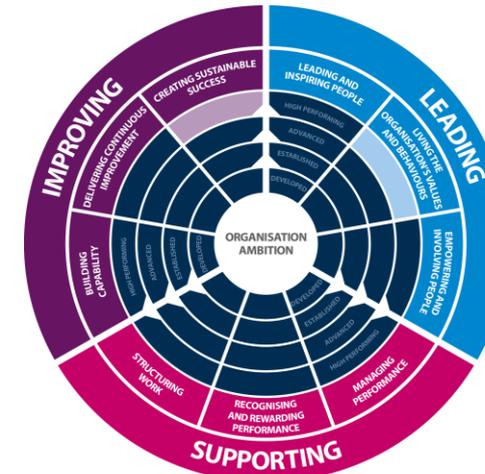
# An indicator explained

## 1. Leading and inspiring people

Leaders make the organisation's objectives clear. They inspire and motivate people to deliver against these objectives and are trusted by people in the organisation.

<b>Themes</b>	<b>Developed</b> <i>In place and understood</i>	<b>Established</b> <i>Engaging and activating</i>	<b>Advanced</b> <i>Creating positive outcomes</i>	<b>High Performing</b> <i>Embedded and always Improving</i>
<b>Creating transparency and trust</b>	Leaders provide clarity around the organisation's purpose, vision and objectives	There is clear and regular two way communication between leaders and people at all levels	Leaders ensure that there is a consistent level of trust at all levels of the organisation	Leaders are active role models, leading by example and trusted by people in the organisation
<b>Motivating people to deliver the organisation's objectives</b>	People understand the organisation's objectives	Line managers support people to deliver the organisation's objectives	Leaders are passionate about delivering the organisation's objectives and motivating people to deliver against them	Leaders motivate and inspire people to achieve results above and beyond what is expected of them
<b>Developing leadership capability</b>	Line managers know what is expected of them to lead, manage and develop their people effectively	People know what to expect from their line manager and provide feedback on how they are managed and developed	People have confidence in the leadership and management capabilities within the organisation	Future leadership capabilities are defined in line with the organisation's values and leaders meet these challenges

# Achieving higher accreditation



## Applying the Standard in practice : Key points

- You will be **assessed against all 9 indicators**
- **The entire Standard is in scope** – you no longer need to choose to go for higher levels of accreditation
- **Higher accreditation will still exist** although the requirements have changed
- You will receive a **performance level for each indicator** in the framework
- The performance level awarded for any one indicator will **default to the theme with the lowest performance level**
- **To meet the Standard**, you will need to get at least Developed for each indicator – by achieving this your organization will meet all of the nine key indicators for high performance in people management

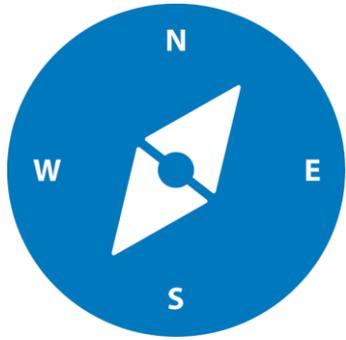


**Doing better not doing more – Investors in People is awarded on 'how' you do, not 'what' you do**

**Clear road map for progression through the performance model**

**There are now 27 scales for benchmarking**

## Steps to accreditation



### Step One Discovery

Exploring online self-assessment resources  
Visit the IIP website to start your journey online. Take our simple self-assessment to see how you compare.



### Step Two Online Assessment

Understanding your employee's views.  
We listen to your employees to collect data to test alignment against the Standard. It's their first chance to be heard and participate in the Investors in People journey.



### Step Three Employee interviews and observation

Exploring key themes emerging from the online assessment through face to face meetings and observations.  
Employee interviews identify strengths for accreditation and opportunities for improvement.



### Step Four Accreditation report

Find your award level and benchmark your performance.  
Gain insights from the online data, interviews and assessment journey.  
Compare your performance to the very best organisations and identify your areas for investment.



## Overview of online assessment results

This overview provides a summary of the survey results, showing a breakdown of responses at an aggregate indicator level, as well as the score of alignment.

Both the IIP9 and IIP40 surveys cover all indicators of the whole IIP standard. Each question asks the respondent to rate agreement with the statement aligned to one of the 9 indicators. The responses are categorised from Strongly Disagree (1) to Strongly Agree (7). The 1-7 point scale is then used as a score of alignment against the standard.

The table below highlights areas for focus when considering strengths (green) and weaknesses (red).

IIP Indicator	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Indicator 1. Leading and inspiring people	12.25% (64)	35.25% (184)	29.50% (154)	10.25% (53)	5.75% (29)	4.25% (21)	2.75% (15)
Indicator 2. Living the organisation's values and behaviours	20.25% (105)	36.50% (190)	19.00% (98)	9.00% (46)	8.75% (46)	4.50% (24)	2.00% (11)
Indicator 3. Empowering and involving people	25.00% (130)	37.50% (194)	20.25% (105)	5.25% (28)	6.50% (35)	3.75% (20)	1.75% (8)
Indicator 4. Managing performance	23.00% (119)	42.75% (222)	15.50% (81)	6.75% (35)	5.75% (29)	3.00% (17)	3.25% (17)
Indicator 5. Rewarding and recognising high performance	8.50% (44)	22.50% (117)	23.25% (121)	13.75% (71)	15.25% (79)	11.25% (59)	5.50% (29)
Indicator 6. Structuring work	20.50% (106)	39.75% (207)	19.25% (100)	10.25% (54)	5.50% (28)	3.00% (16)	1.75% (9)
Indicator 7. Building capability	15.25% (81)	36.75% (192)	23.00% (118)	11.75% (61)	5.25% (27)	5.00% (27)	3.00% (14)
Indicator 8. Delivering continuous improvement	19.00% (99)	39.50% (206)	20.75% (107)	8.75% (46)	6.50% (34)	3.75% (19)	1.75% (9)
Indicator 9. Creating sustainable success	16.50% (85)	34.50% (179)	21.75% (113)	15.25% (79)	4.00% (21)	3.50% (19)	4.50% (24)
Control questions	9.75% (51)	32.25% (166)	27.00% (141)	15.50% (80)	5.50% (30)	6.00% (31)	4.00% (21)

Please note that some totals will exceed the number of overall submissions due to multiple questions across indicators.

In good company



**RICOH**  
imagine. change.

**CAPITA**

 **ARRIVA**



*The*  
**Landmark**  
LONDON



**FUJITSU**

**MCFARLANE TELFER**  
CATERING & REFRIGERATION MAINTENANCE



 **Historic  
Royal Palaces**

 **LAFARGE  
TARMAC**



View our customer case studies online at  
[www.investorsinpeople.com](http://www.investorsinpeople.com)

# Health and Wellbeing

The very best organisations understand that to achieve sustainable results, their people need to be performing at their peak, both physically and psychologically.

# What is employee wellbeing?

Wellbeing is more than just being happy. It is more than being wealthy or successful and it is certainly not limited to physical health. It is about...

Absence of sickness  $\implies$  Presence of vitality and energy

*“Creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation” – CIPD*

*“Wellbeing is comprised of the mutually supportive relationship between the physical, psychological and social health of the individual” - BITC*

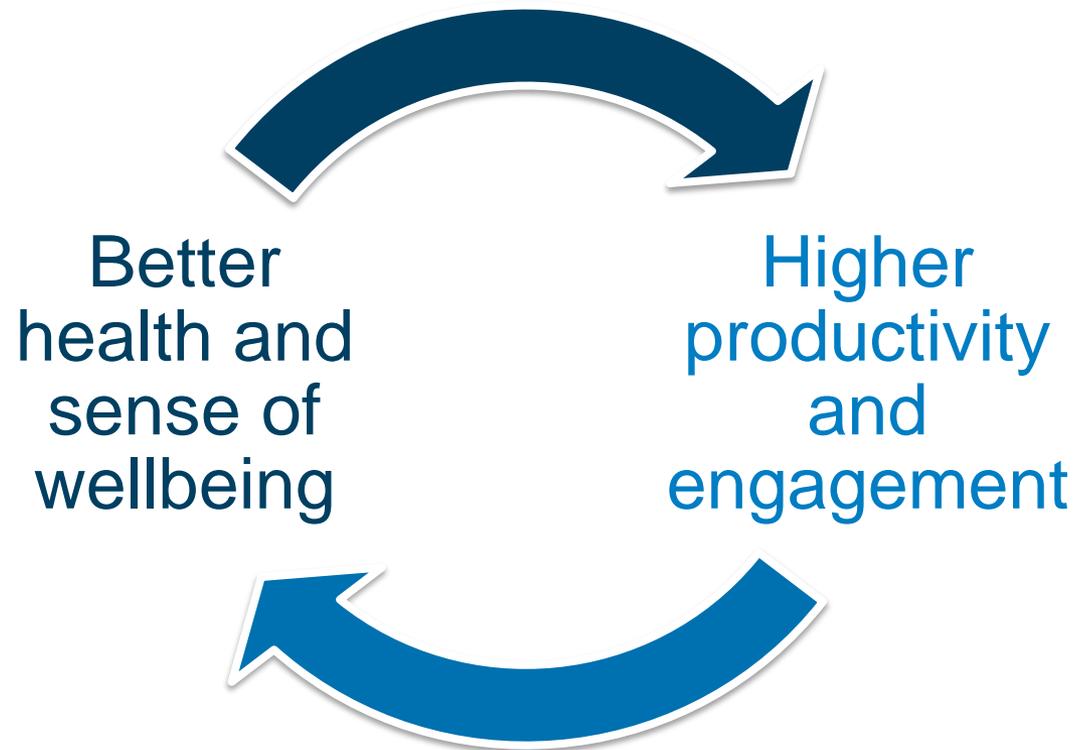
**HOLISTIC.**  
**Life satisfaction.**



# The business case for health and wellbeing



## Health and wellbeing can be a virtuous circle



# Organisational well-being

Employees having meaningful and challenging work and having an opportunity to apply their skills and knowledge ineffective working relationships with colleagues and managers in a safe and healthy environment.

Well-being-orientated organisations provide the tools to get the job done and the opportunity to achieve personal aspirations while maintaining work–life balance.

## Examples of essential factors leading to organisational and personal well-being

- values-based working environment and management style
- open communication and dialogue
- teamworking and co-operation
- clarity and unity of purpose
- flexibility, discretion and support for reasonable risk-taking
- a balance between work and personal life
- the ability to negotiate workload and work pace without fear of reprisals or punishment
- being fairly compensated in terms of salary and benefits.

Employers also has a duty to ensure that its culture fosters a positive working environment.

## Employee well-being involves:

Perhaps the most important factor in employee well-being is the relationships employees have with their immediate manager

- maintaining a healthy body by making healthy choices about diet, exercise and leisure
- developing an attitude of mind that enables the employee to have self-confidence, self-respect.
- having a sense of purpose, feelings of fulfilment and meaning
- possessing an active mind that is alert, open to new experiences, curious and creative
- having a network of relationships that are supportive and nurturing

## Additional Information

- CIPD

[www.cipd.co.uk/Images/health-well-being-agenda\\_2016-first-steps-full-potential\\_tcm18-10453.pdf](http://www.cipd.co.uk/Images/health-well-being-agenda_2016-first-steps-full-potential_tcm18-10453.pdf)

- Welsh Government Corporate Health Award

<http://gov.wales/topics/health/improvement/work/corporate/?lang=en>

- Investors in people Health and Well-being Award

[www.investorsinpeople.com/resources/more-about-investors-people/health-and-wellbeing-award](http://www.investorsinpeople.com/resources/more-about-investors-people/health-and-wellbeing-award)