

# 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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