

THE INVESTORS IN PEOPLE FRAMEWORK:
A SUMMARY OF ITS CONTENTS



PLAN				DO				REVIEW	
01: BUSINESS STRATEGY	02: LEARNING & DEVELOPMENT	03: PEOPLE MANAGEMENT STRATEGY	04: LEADERSHIP & MANAGEMENT STRATEGY	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:

The organisation has a vision / purpose, strategy and plan (1, 2)	Learning priorities are clear and linked to the plan (2)	People are encouraged to contribute ideas (1,5)	Managers are clear about the capabilities they need to lead, manage and develop people (1,2)	Managers are effective and can describe how they lead, manage and develop their people (1,2,3,4)	People believe they make a difference (2)	Ownership and responsibility are encouraged (1, 3)	People's learning and development needs are met (1,2,3)	Investment in learning can be quantified (1,2)	Evaluation results in improvements to people strategies and management (1, 2, 3)
People are involved in planning (4, 5, 6)	Resources for learning and development are made available (1,3)	There is equality of opportunity for development and support (2, 3, 4)	People know what effective managers should be doing (3)		People believe their contribution is valued (1, 3)	People are involved in decision-making (2)		Impact can be demonstrated (3,4,5)	
Representative groups (where appropriate) are consulted when developing the plan (3)	The impact will be evaluated (4)								

YOUR CHOICE TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:

Clear core values relate to vision and strategy (7,11,13,17,19,23, 24)	The learning and development strategy builds capability (5,8,12)	The recruitment process is fair, efficient and effective (6,11,14,19,22, 27)	Leadership and management capabilities for now and the future are defined (4,9)	Managers are role models of leadership, teamwork and knowledge sharing (5,6,7,9,10,13,14,1 5,16,17,20,22,23)	Reward and recognition strategies link to business strategy and are externally benchmarked (4,6,8,9,12,15,18)	Effective consultation and involvement is part of the culture (4,6,7,12,13,17)	Learning and development resources are used effectively (4,8,13)	The contribution of people strategies is measured and evaluated (6,10)	Self review and information from external review are used (4,5,10)
Key performance indicators are used to improve performance (9,15,21)	Plans take account of learning styles (10,15)	A diverse, talented workforce is created (7,12,15,20,23, 28)	Managers are helped to acquire these capabilities (5,6,10,11)	Coaching is part of the culture (8,12,19,,25)	Representative groups are consulted (where appropriate) (5, 14)	People are supported and trusted to make decisions (9,15)	Learning is an everyday activity (11,18)	Impact on key performance indicators can be described (7,.)	Effective feedback methods are used to understand people's views on how they are managed (6,7,11,12,.)
Social responsibility is taken into account in the strategy (10,12,16,18,22,25)	People help make decisions about their own learning (9,13, 14,16)	A work-life balance strategy meets the needs of its people (8,13,16,21,24, 29)	Leadership and management strategy link to business strategy, taking account of external good practice (7)	People are helped to develop their careers (11,18)	What motivates people is understood (10,16)	Knowledge and information are shared (5,10,14)	Innovative and flexible approaches to learning and development are used (5,14)	Performance improves as a result (11,13,14)	Internal and external benchmarking are used (8)
People and stakeholders are involved in strategy development (8,14,20)	Learning and development is innovative and flexible (6)	Constructive feedback is valued (9,17,25)	Everyone is encouraged to develop leadership capabilities (8,12,13)	There is a culture of openness and trust (21,24)	Success is celebrated (11,17)	People are committed to success (16)	People are given the opportunity to achieve their full potential (9)	Career prospects improve (12)	People's views on how they are managed improves (9,13,14)
	There is a culture of continuous learning (7,11,17)	The structure makes the most of people's talents (10,18,26)			Benefits strategy goes beyond legal requirements (7)	There is a culture of continuous improvement (8,11)	All learning is valued and celebrated and is an everyday activity (6,10,17)	Flexible and effective approaches to measuring return on investment are used (8)	People believe it's a great place to work (15)
					Colleagues' achievements are recognised (13,19)	People can challenge the way things work (18)	Mentoring is used (7,20)	Return on investment in people is reported to stakeholders (9)	
						There is a sense of ownership and pride in working for the organisation (19)	Personal development is supported (12,15,16,19)		