

**The Revised Investors in People Standard  
Version 21 (29 October 2004)**

<b>Developing strategies to improve the performance of the organisation</b>	
An Investor in People develops effective strategies to improve the performance of the organisation through its people.	
<b>1 A strategy for improving the performance of the organisation is clearly defined and understood.</b>	<ol style="list-style-type: none"> <li>1 Top managers make sure the organisation has a clear purpose and vision supported by a strategy for improving its performance.</li> <li>2 Top managers make sure the organisation has a business plan with measurable performance objectives.</li> <li>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.</li> <li>4 Managers can describe how they involve people when developing the organisation's business plan and when agreeing team and individual objectives.</li> <li>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.</li> <li>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.</li> </ol>
<b>2 Learning and development is planned to achieve the organisation's objectives.</b>	<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>3 People can describe how they are involved in identifying their learning and development needs and the activities planned to meet them.</li> <li>4 People can explain what their learning and development activities should achieve for them, their team and the organisation.</li> </ol>
<b>3 Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.</b>	<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>5 People can give examples of how they have been encouraged to contribute ideas to improve their own and other people's performance.</li> </ol>
<b>4 The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.</b>	<ol style="list-style-type: none"> <li>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.</li> <li>2 Managers can describe the knowledge, skills and behaviours they need to lead, manage and develop people effectively.</li> <li>3 People can describe what their manager should be doing to lead, manage and develop them effectively.</li> </ol>

<b>Taking action to improve the performance of the organisation</b>	
An Investor in People takes effective action to improve the performance of the organisation through its people.	
<b>5 Managers are effective in leading, managing and developing people.</b>	<ol style="list-style-type: none"> <li>1 Managers can explain how they are effective in leading, managing and developing people.</li> <li>2 Managers can give examples of how they give people constructive feedback on their performance regularly and when appropriate.</li> <li>3 People can explain how their managers are effective in leading, managing and developing them.</li> <li>4 People can give examples of how they receive constructive feedback on their performance regularly and when appropriate.</li> </ol>
<b>6 People's contribution to the organisation is recognised and valued.</b>	<ol style="list-style-type: none"> <li>1 Managers can give examples of how they recognise and value people's individual contribution to the organisation.</li> <li>2 People can describe how they contribute to the organisation and believe they make a positive difference to its performance.</li> <li>3 People can describe how their contribution to the organisation is recognised and valued.</li> </ol>
<b>7 People are encouraged to take ownership and responsibility by being involved in decision-making.</b>	<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ol>
<b>8 People learn and develop effectively.</b>	<ol style="list-style-type: none"> <li>1 Managers can describe how they make sure people's learning and development needs are met.</li> <li>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.</li> <li>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.</li> </ol>

<b>Evaluating the impact on the performance of the organisation</b>	
An Investor in People can demonstrate the impact of its investment in people on the performance of the organisation.	
<b>9 Investment in people improves the performance of the organisation.</b>	<ol style="list-style-type: none"> <li>1 Top managers can describe the organisation's overall investment of time, money and resources in learning and development.</li> <li>2 Top managers can explain, and quantify where appropriate, how learning and development has improved the performance of the organisation.</li> <li>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.</li> <li>4 Managers can give examples of how learning and development has improved the performance of their team and the organisation.</li> <li>5 People can give examples of how learning and development has improved their performance, the performance of their team and that of the organisation.</li> </ol>
<b>10 Improvements are continually made to the way people are managed and developed.</b>	<ol style="list-style-type: none"> <li>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.</li> <li>2 Managers can give examples of improvements they have made to the way they manage and develop people.</li> <li>3 People can give examples of improvements that have been made to the way the organisation manages and develops its people.</li> </ol>

