

Quality tools from business – *investors in people*

'*Investors in people*' is another tool borrowed from the business world. It is a business improvement tool designed to advance an organisation's performance through its people.¹ Many general practices with good team working have worked for this award.

Developed in 1990 by a partnership of leading businesses and national organisations, the *Investors in people* standard helps organisations to improve performance and realise their objectives through the management and development of their people. Since it was developed, the standard has been reviewed every 3 years to ensure that it remains relevant, accessible and attractive to all. The most recent review was completed in November 2004.

'*Investors in people*' provides a flexible framework that any organisation can adapt for its own requirements. It mirrors the business planning cycle (plan, do, review), making it clear for organisations to follow and implement in their own planning cycle.

The framework involves the following stages:

- **plan** – *develop strategies to improve the performance of the organisation*
- **do** – *take action to improve the performance of the organisation*
- **review** – *evaluate the impact on the performance of the organisation.*

What does the standard include?:

- *A strategy for improving the performance of the organisation is clearly defined and understood*
- *Learning and development is planned to achieve the objectives of the organisation*
- *Strategies for managing people are designed to promote quality of opportunity in their development*
- *The capabilities for leadership are clearly defined and understood*
- *Managers are effective in leading, managing and developing people*
- *The contribution of people to the organisation is recognised and valued*
- *People are encouraged to take ownership and responsibility by being involved in decision making*
- *People learn and develop effectively*
- *Investment in people improves the performance of the organisation*
- *Improvements are made continually to the way people are managed and developed.*

Further information is available at www.investorsinpeople.co.uk/IIP/Web/About%20Us/default.htm.