

COMMERCIAL IN CONFIDENCE



INVESTORS IN PEOPLE REVIEW REPORT

**For
Tender Loving Carers Domiciliary Ltd
28th & 29th March 2011**

Prepared by

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Investors in People Assessor**

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Background Information

Tender Loving Carers Domiciliary Ltd is based near Whitstable, Kent and offers bespoke care packages to 'promote independence, choice and dignity within your own home'. There are 95 employees who cover the Herne Bay and Whitstable.

The last review against the core Standard was June 2008 and Tender Loving Carers Domiciliary Ltd has experienced many changes since then, particularly how government funding is accessed for care.

The MD and Directors want to grow the business in terms of increasing turnover by adding new Service Users, ensuring existing Service Users remain with the company, ensure staff are thoroughly trained to maintain a high level of service and keep staff turnover low.

The company had a very good review three years ago. Although all the options of Your Choice was discussed at the initial meeting and there was excitement from the SLT to embrace New Choices the Managing Director wanted to focus on the core Standard rather than Bronze or above at this review. However at the next review the aim will be to aim beyond the Standard, if possible for Gold. The assessor held an additional feedback meeting after the review was completed to share various ideas as to how this could be achieved.

Areas of good practice

Tender Loving Carers demonstrates the principles of an Investor in People and many examples of good practice were found and are summarised as follows:

Learning and development

Learning and development was a strength with staff having ample opportunities to improve their knowledge and gain qualifications in some areas which were beyond their own job description. There were examples of internal promotion, staff taking on additional roles or developing their roles through new skills. It was apparent that learning was supported, even when that meant time away from the company on a course. Staff did not seem to leave the company with their qualifications, but instead roles were developed to utilise them who then in turn would train up staff internally.

Staff were listened to and developed when it was appropriate to both the individual and the organisation and no one had been put under undue pressure. Staff were appeared very keen to learn new skills and take on challenges. The commitment of staff to use their skills was fantastic and managers were not threatened with new staff working to improve themselves, in fact it appeared to be actively encouraged.

Sharing good practice

Experienced staff were keen to help staff and share knowledge at every opportunity. Team Leaders received a high level of training, which allowed them to share experiences and knowledge in a professional manner. The company have introduced Senior Carers who mentor every new member of staff, including shadowing and coaching.

Leadership and management

The organisation has recently gone through a staff structure change adding new positions including Senior Carers and Team Leaders. This has provided considerable professional support to the MD and Director. Training for these roles was apparent with staff carrying out Supervisions only after they had received training. The whole restructure had been handled in a very positive way and the result was motivated staff keen to take on new responsibilities. It was apparent at every interview how switched on the Team Leaders were, with ideas flooding out and support for the MD and Director from them was very clear and positive.

Induction

The induction was thorough and supportive. Staff who had returned to the company were still included as part of the induction process and no one was overlooked. Carers worked with Senior Carers first to ensure they understood the role and felt supported from day one. Senior Carers appeared to enjoy the role of supporting new staff and no one seemed resentful to provide on the job training. New staff spoke of how much support and guidance they had been given and nothing had been too much trouble in the first few weeks, whether it was answering questions or gaining advice regarding Service Users. The mandatory training was covered for all staff and their time was paid for. The staff handbook has recently been updated with all the relevant policies and procedures and looked very professional. Staff went through the Staff Handbook at their induction.

Areas for further development

The organisation meets all areas of the core Standard and the following points are offered as suggestions for consideration.

Business Planning

The Business Plan is good as far as it goes. There are clear action points and objectives but with all the changes the company has undergone it would be useful to revisit the plan and ensure it captures the heart of the discussions held at SLT, perhaps by involving the Team Leaders at a business planning meeting and write a plan that captures those up to date thoughts. The importance of organising a meeting where staff were allowed to think strategically about how the future could be would be exciting and open up all new possibilities that may not yet have been discussed or captured in the plan.

Development of leaders and managers

The existing Management Charter had been around for a while and had not really been updated. The staff were aware of it but that was about as much as they could speak about. The time is perfect due to the restructure to revisit this charter and really capture the core behaviours which each Team Leader and senior managers already appears to display naturally, but would help staff understand the role of a manager better and more clearly.

Evaluation

There is now a Team Leader dedicated to Quality Assurance and this is a prime area to develop further the statistics, which you may be able to compare year on year. These results can feed into the strategic planning of the company, providing a focussed opportunity to reflect on what is working well and areas which need further support or financial investment. The provision of new services will be a good opportunity to monitor how the investment in staff to provide these services is of financial benefit to the company for example.

Health and Wellbeing

The organisation would benefit from carrying out their own Health and Wellbeing survey to gauge how staff are feeling and the pressures they may be facing. The company are facing some important changes and have introduced a new staff structure so there is an opportunity to capture any thoughts from such a survey. There is a possibility that with the pace of change Tender Loving Carers may forget to celebrate all the good things they are achieving. Everyone is so focussed on achievements for the future they may be forgetting how far they have come, which may be a missed opportunity.

Next steps

Once SLT has had time to review the content of this report it would be beneficial to consider areas for inclusion in the next Review (see Topics Table at the end of the report). This should be carried out in line with the Business Plan to ensure further value is added to the process. Introducing regular Work Life Balance or Well Being Survey would be beneficial to ensure that staff have input at different levels. This would aid the company's wish in the future of achieving Bronze or above.

Conclusion

Following this visit, I am pleased to confirm that Tender Loving Carers Domiciliary Ltd continues to meet the requirements of The Standard part of the Investors in People framework.

The maximum period between Post-Recognition Reviews is three years. However, it is Inspiring Business Performance's policy to maintain contact with you between reviews. This is done via regular e-bulletins, and contact from Inspiring Business Performance and from me. The first contact from me would normally be in about six months' time, principally to find out how you are progressing with my suggested opportunities to improve and to see if you need any further support.

Planned date for my next contact: October 2011.

Signed: *Susan White*

Investors in People Assessor

Date: 27th April 2011

The school's capacity for sustained improvement	Met/not met	Indicator
Has SLT made sure the company's purpose and vision is supported by a strategy for improving its performance?	Yes	1
Managers can give examples of improvements over the last three years?	Yes	10
Can staff explain the objectives of their team and the organisation at a level appropriate to their role?	Yes	1
Are people encouraged to take ownership and responsibility by being involved in decision-making?	Yes	7
Is learning and development planned to meet the organisation's objectives?	Yes	2
Can staff describe how their contribution to the organisation is recognised and valued?	Yes	6

The company has evolved over the last three years and has faced several challenges including the changes in how care is funded by the government and also looking at opportunities such as developing the training side of the business. The diversification of the business has been captured in the Business Plan including End of Life Care, setting up their own City and Guilds training college and Personal Assistant work for Service Users who want help beyond the day-to-day care.

Staff spoke of this sense of working for a family with the support and friendliness of colleagues. Throughout every interview staff spoke of the guidance and help they received and how they enjoyed working at the company. This was very impressive, particularly as carers were often doing difficult jobs each day, some looking after very ill or elderly Service Users.

There is a three-year business plan, which contains action points that the SLT refer to on a regular basis. The business plan was clear but could be developed further to be an even more useful document (please refer to feedback). The business plan does capture many of the aims, which underpin the strategy. The core aims are shared and discussed with not only the SLT but with Team Leaders and carers, with time set aside each year to invite staff in to hear about the 'bigger picture'. To ensure staff can attend the organisation even run two sessions and pay for the time of those who attend. With such effort over 75% of staff attend one of these meetings. The structure has been recently updated to include Team Leaders and Senior Carers with one Director now formally appointed as the Managing Director of the company. Promotions had been dealt with in a professional and sensitive manner. The commitment of staff to achieve the objectives of the company was very impressive.

Objectives are discussed in several ways from the regular Supervisions, which all staff receive and an annual appraisal with the MD once a year. The MD meets regular with the Team Leaders, either informally or at organised meetings and this has helped to ensure staff feel engaged with the process. Examples of this are Senior Carers working with new Carers, Carers choosing their own Key Worker after the completion of the induction process, Coordinator Meetings and SLT meetings. It appeared to have been a very positive step to engage one Director formally as the MD and it was apparent that although there was ample support from the Director and Team Leaders that the MD was responsible for the running of the company and the professional relationship at the senior level (which is mother and daughter) appeared to be a strength.

There is an open and highly inclusive culture across the company with all staff feeling a sense of commitment to provide the best possible opportunities for the Service Users and ensure the success of Tender Loving Carers.

'I love working here. I left for a while and when I returned I wondered why I had ever left.'

'We all know each other and it's fun. There isn't anyone I wouldn't ask for help if I needed it, which is pretty wonderful don't you think.'

The Supervision and appraisal process appeared to be robust and well thought of and has been developed to embrace changes in the company. Team Leaders were part of that process and had received Supervision Training as part of their development into the role. Staff enjoyed working together and gained a great deal from being observed, with some actively choosing to become Senior Carers for example so that they could work with new members of staff and be observed about best practice. It was impressive to interview so many staff working towards or completing their NVQ.

'When I started here I worked with another person and I never felt rushed to work on my own until I felt ready. We even get the chance to pick our own Key Worker after we have settled in which works really well.'

Coaching is inherent in the company with staff happy to be observed by each other and provide internal training. Staff all have one appraisal a year with the MD and enjoyed the opportunity of speaking with her and gaining feedback at such a senior level. Appraisal is also a time when the company's objectives are discussed and how the individual fits those aims. It appeared to be a great opportunity for staff to come up with ideas to help them to do their work. As a result of such discussions the company has, for example, decided to run the out of hours call centre from the main offices. This had relieved Senior Carers of the responsibility of taking the out of hours calls, which has been welcomed by everyone.

The objectives of the organisation are captured in the Business Plan and all the staff interviewed understood the central aims. Staff had objectives agreed in line with the aims of the company and apart from appraisals and Supervisions they are invited yearly to a presentation by the MD explaining the future of the company. The involvement of staff with strengths in particular skill areas has proved an effective method for increasing the sense of

empowerment amongst colleagues, with those moving into the role of Team Leader and Senior Carer feeling trusted to get on with the job but also have support if they needed it. Team Leaders for example were incredibly qualified to deliver internal training. Some had been trained beyond the requirements of their existing role, but knew that the company was aiming to offer City and Guilds qualifications in the future and that they would be ready to deliver the courses when needed. This would create a new income stream into the company.

‘I never planned on staying and look at me now, I’ve been here years. It’s the people who make you stay at a place and the people here are wonderful.’

‘You are asked your thoughts all the time. The fact that things are done as a result of raising your ideas makes it worthwhile.’

Staff worked well in their own teams and with each other. Part of this reason staff felt was that they were allowed as carers to select their own Key Worker, the person they felt most at ease to work with and speak to. This opportunity to choose was really appreciated and appeared to be, at least partly, responsible for staff feeling so supported and positive. Although there have been several changes, particularly to the staff structure, employees had accepted them readily and embraced the new roles of Team Leader and Senior Carer.

Those interviewed appeared to appreciate how hard everyone had worked to try and ensure any changes were dealt with professionally, with all staff interviewed speaking of such changes as opportunities. The trust staff had in each other and their Team Leaders, Director and MD was inspirational. Good news and possible issues are dealt with openly and honestly and as a result staff seemed to feel self assured that their best interests were genuinely respected and being looked after by managers at all levels.

Support staff work as part of the whole team and are central to the smooth running of the company. Many of the administrative team are also trained carers so there is a clear understanding of the hard work and the difficulties some carers face.

‘There were a few of us who did the phones out of hours but it could be very stressful with phone calls at any time. She [the MD] then introduced out of hours support manned by staff at the office and it has worked brilliantly. She really listens.’

There are no union members at the company and it did not seem important to staff to be part of a union. Issues were dealt with swiftly and fairly by the management and staff felt fully consulted in all relevant changes in the organisation.

A number of staff described how they felt fully involved and consulted in matters relating to the on-going development of the company as they gained more knowledge and experience. Others went on to describe how opinions were regularly sought through team meetings as well as informally. An example is how staff are given the opportunity to apply for the post of Senior Carers and Team Leaders but everyone has an interview before appointments are made. Staff feel there is fairness in promotion, which allows all staff that feel they wish to be considered a chance to be so.

Use of self-assessment to monitor standards is a natural way of working. One Team Leader has key responsibilities to focus on maintaining standards and deal with possible issues. This is a relatively new role and is an area which can be improved, with more statistics gathered and compared year on year (see feedback). This monitoring is fed back to the MD for discussion. The Care Quality Commission no longer sets targets but focuses on key outcomes but prior to this the company has achieved excellent in its ratings. The improvements of focused outcomes in the Business Plan are linked to the outcomes of CQC (see feedback), feedback from Service Users, Investors in People Review and liaison with other similar organisations which all help to inform the SLT of the overall performance of the company.

How effective are leadership and management?	Met/not met	Indicator
Can managers explain their team learning and development needs, the activities planned to meet them, how these link to specific team objectives and how the impact will be evaluated?	Yes	2
Can SLT members describe the strategies they have in place to create an environment where everyone is encouraged to contribute ideas to improve performance?	Yes	3
Do managers recognise the different needs of people?	Yes	3
Have the skills, knowledge and capabilities needed by managers been clearly defined?	Yes	4
Can managers provide examples of how they give constructive feedback regularly and appropriately?	Yes	5
Can managers describe how they recognise and value people's contribution to the organisation?	Yes	6
Can managers describe how they make sure people's learning and development needs are met?	Yes	8
Can managers provide examples of how the evaluation of their investment in people has resulted in improvements in the organisation's strategy for managing and developing people?	Yes	9
Does SLT use internal and external benchmarking to review and improve strategies for managing and developing people?	Yes	10

The MD and Director were able to explain the organisation's learning and development needs together with the plans and resources in place to meet them and how these link to achieving specific objectives. Staff are involved relevant to their level with the planning process and the Action Plan, linked to the Business Plan, reflect this. Objectives for learning are an integral part of the whole company planning process with the Business Plan describing how the impact of staff development will be evaluated. Progress towards targets is monitored as a natural part of the SLT, although often on an informal basis which works very well.

Team Leaders described the learning and development needs of their teams together with the plans and resources in place to meet them and how these link to achieving specific objectives. Staff development is a natural part of the way the company operates. There are formal opportunities through NVQs and external training courses, internal training but also ample on the job training. For example Senior Carers work with new staff during their induction period before carers are allowed to work unsupervised.

The use of Key Worker meetings, Team Leader Meetings and SLT Meetings are times when progress against the Action Plan are reviewed including increase in profitability and moving into new areas of business. This approach also ensures staff are encouraged to contribute ideas and is underpinned by similar opportunities at team level.

The Supervision and appraisal process has traditionally been used to identify individual needs and involves all staff. The MD meets with every member of staff for their appraisal. Depending on how large the company plans to grow may have some impact on this approach but the implementation of the new Team Leaders will help for some appraisals to be delegated should the need arise. Discussions at team meetings are often used to identify the development needs of groups. Team Leaders in particular commented positively on the level of encouragement for them to participate in a wide range of areas as well as participate in a more strategic role.

All those interviewed were able to describe a variety of learning activities that had taken place together with the impact it had had on their own and their team's performance. Some examples were:

- Only carers who had received Hoist Training were allowed to provide care for Service Users who needed to use such equipment.
- Mandatory training including Fire, Manual Handling and Food Hygiene are provided to meet government requirements.
- Dementia Training provided for carers working with Service Users diagnosed with dementia. One member of staff spoke of how this had helped her understand the mood swings and comments one of her Service Users directed towards her and now no longer took such comments personally.
- NVQ level 2 & 3 in Domiciliary Care
- Training was carried out by the Pilgrims Hospice on End of Life Care and since then the NHS have used the company to deliver such care which has been a new direction for Tender Loving Carers.

The skills, knowledge and capabilities of managers have been clearly defined by the senior team with practices often shared at meetings to encourage a consistent approach. The staff structure is relatively new and has provided the necessary support with staff referring to their Team Leader instead of always approaching the MD.

Team Leaders appeared to be very qualified and further development of the role is on going to further strengthen the company at this level. Team Leaders have received Supervision Training and are working towards NVQ Assessor status so that may internally verifier NVQ candidates. This has provided additional opportunities to reinforce good practice and focus on continuous professional development. Examples were:

- PGCE
- CIEH Professional Trainer
- A1 City and Guilds Assessor
- Trained Trainer through Healthcare Safety Services

Staff had their courses paid for and had been given time off to complete them. Everyone interviewed had appreciated the support provided.

Managers encourage open communication, which has enabled staff to discuss areas of concern with the confidence that ideas will be listened to. One concern was the expectation of Senior Carers to be responsible for the out of hours phone service as part of their role. This had actively stopped some very capable carers from considering promotion. As a result the MD set up in house support, which is manned by staff at the office, and the pressure has been removed from the Senior Carers. Since then several more had applied for the role and were happy to do so.

The core Management Capabilities of Tender Loving Carers appears not only as a charter but also captured in Team Leader Job Descriptions. There is an opportunity to ensure they are part of the new Employee Handbook. Staff interviewed were aware of these capabilities but the company would benefit from revisiting them to ensure they reflect the new management roles. Examples were:

- Knowledge: Up to date knowledge and expertise in given area
- Skills: Is a good listener
- Behaviour: Treats others with respect

When discussing these management responsibilities with staff it was impressive that they could recognise their manager as having these qualities and more.

A variety of tools are used to ensure staff feel valued and are given regular, constructive feedback particularly by managers: announcements at briefings, team meetings, Supervisions and one-to-one discussions, minutes, memos, emails and observations. The MD and Director were incredibly approachable and were role models for the leadership and management capabilities required for the roles. The energy both the senior managers and the Team Leaders showed to ensure staff felt supported and valued was very impressive. Examples were provided in which they work hard to share knowledge and information together with how this is actively encouraged in all staff. Continuous Professional Development and learning needs are a regular feature of meetings for individuals and teams. This enables managers to identify where development needs should be addressed.

'I've never known a company like it. We even gets texts from Hawaii to check everything is alright.'

The induction process was professional, supportive and very thorough and complied with the Common Induction Standards of Skills for Care. It was a real strength in the company and the effort appeared to pay dividends with staff wanting to stay with the company once they had been recruited. There was a very low turnover of staff as a result. New employees are made to feel very welcome and those interviewed commented on how quickly they felt part of the team. Opportunities are provided to observe and shadow staff in all different roles. This also applies to those who have returned to the company after time away. All staff receives the necessary mandatory training as well as time shadowing a Senior Carer and receive a Staff Employee Handbook, with all the policies and procedures up to date.

Examples given of the way in which managers recognise the diverse needs of their staff included the following: shadowing/buddying, mentoring, encouraging colleagues to share knowledge, skills and identifying learning needs formally and informally. Staff are also encouraged to achieve professional qualifications, which benefit both the individual and company.

An example is how one member of staff hurt her shoulder after lifting a client. The carer was then further trained and supported by a Senior Carer and no longer lifts clients, resulting in no further injuries.

A culture of developing people is well embedded throughout the organisation and the MD, Director and Team Leaders gave a number of examples of why they consider themselves effective in leading and managing people including: carrying out effective Supervisions and appraisals, reviewing the staff structure to ensure communication and support remain a strength and encouraging the open culture with staff feeling empowered to take part in the planning and decision-making processes. All staff interviewed believed all those responsible for staff are completely committed to ensuring everyone has access to the support they need in learning and development.

'If I ask for training it happens. I have had so many opportunities and they have helped me to develop myself. It means that I can deliver lots of training which will prove very useful for the future.'

The evaluation cycle appears to be a very natural part of the planning process with business plan, which contains an action plan within it as part of this discussion. The company is very focussed and continually monitors feedback from staff and Service Users to ensure the quality of care remains high. At the last inspection the company gained excellent. Planning by the MD and Director includes learning costs in each revision of their plans and budgets to ensure value for money is achieved with each activity.

Cost control is a prime concern and every effort is made to ensure all training is relevant and effective. The sharing of good practice seems to be a very cost efficient approach with staff working together and sharing ideas at meetings. The cost of implementing the new QCF, which will be replacing NVQ, has been discussed and the new vocational qualifications will be offered to employees.

The company is keen to develop ideas such as providing meals on wheels. Provisions are currently planned to develop the training side of the company and provide additional revenue from running a City and Guilds training college. Staff are being trained to deliver those programmes.

An example is the company wish to look at providing end of life support for Service Users. This type of care can be difficult and staff are only selected if they wish to be part of such a care package. The company organised End of Life training carried out by the Pilgrims Hospice and have begun running end of life packages for the NHS. The aim is to increase the number of packages currently being offered.

'We all did the End of Life training and I don't think there was one person in that room that wasn't affected by it. I think it has helped us to be better carers even if we don't work primarily with those about to die. I know I see things differently now, in a good way.'

'I think we all know that how we treat our Service Users is how we would want to be treated if we needed care. They are the reason we are here and I don't think you will speak to anyone who doesn't try to provide the very best care possible.'

Investors in People Continuous Improvement Plan***A. Key Information***

Organisation	Tender Loving Carers Domiciliary Ltd	Date of last assessment/review	March 2008
Date of plan	April 2011	Review date for this plan	October 2011
Proposed next review date	March 2014		

B. Key Contacts

Client Key Contact	Brigitte Grutzmacher	E	enquiries@tenderloving.co.uk	T	01227 772515
Assessor	Susan White	E	Susanwhite1@tiscali.co.uk	T	07971 023460
Client Coordinator	Eileen Roerig	E	Eileenroerig@ibp.uk.com	T	01329 822073

C. Recommended Future Activity

Development Area	Objective of Development, i.e. expected outcome	Organisation Activity	Person Responsible	Timescale / Due Date for Completion	Suggested Support from Centre/Specialist/others
		Client completes	Client completes	Client completes	Assessor completes if appropriate
The Business Plan is mainly an action plan and there were additional objectives, which have yet to be captured in the plan.	Top Managers make sure the organisation has a business plan with measurable objectives (1.2)				
Have a strategic day with the Team Leaders to discuss the future objectives and ensure they are SMART and agreed.	Managers can describe how they involve people when developing the organisation's business plan and when agreeing team and individual objectives (1.4)				
Continue to develop middle managers with the use of external	Managers can describe how they are involved in defining the current and future capabilities all				

<p>It would also be beneficial to consider including the section of the wider Investors in People Framework which looks at Inspirational Leadership for the next Review to ensure best practice continues to be developed and applied at all levels.</p>	<p>Managers can give examples of how they themselves act as inspirational leaders (5.15)</p>				<p>Useful sources for defining Leadership and Management capabilities include the Institute of Leadership and Management. Visit www.management-standards.org and www.businesslink.gov.uk for general business information and links to the DTI Inspirational Leadership Index.</p>
<p>Continue to gather statistics on a more detailed level, which will aid evaluation in the future as the company pursues new</p>	<p>Top managers can describe how the evaluation of their investment in people is used to develop their strategy for improving the performance or the organisation (9.3)</p>				

business opportunities.					
A Work Life Balance survey for staff will keep the SLT involved and updated of core stresses which could unbalance the working harmony of the company.	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. (7.1)				

THE INVESTORS IN PEOPLE FRAMEWORK: A SUMMARY OF ITS CONTENTS

In green are the topics met

In blue areas of interest, which may like to be focused on, should the company aim for Bronze or above at the next review.

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 People are involved in planning Representative groups (where appropriate) are consulted when developing the plan	Learning priorities are clear and linked to the plan Resources for learning and development are made available The impact will be evaluated	People are encouraged to contribute ideas There is equality of opportunity for development and support	Managers are clear about the capabilities they need to lead, manage and develop people People know what effective managers should be doing	Managers are effective and can describe how they lead, manage and develop their people	People believe they make a difference People believe their contribution is valued	Ownership and responsibility are encouraged People are involved in decision-making	People's learning and development needs are met	Investment in learning can be quantified Impact can be demonstrated	Evaluation results in improvements to people strategies and management
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YOUR CHOICE TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:

Clear core values relate to vision and strategy	The learning and development strategy builds capability	The recruitment process is fair, efficient and effective	Leadership and management capabilities for now and the future are	Managers are role models of leadership, teamwork and knowledge	Reward and recognition strategies link to business strategy and are externally	Effective consultation and involvement is part of the culture	Learning and development resources are used effectively	The contribution of people strategies is measured and evaluated	Self review and information from external review are used
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<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>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>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>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>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>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>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 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>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>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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COMMERCIAL IN CONFIDENCE

Assessment Summary Chart

- Evidence requirement in scope: met
- Evidence requirement in scope: not met
- Evidence requirement not in scope

		INDICATORS									
		01	02	03	04	05	06	07	08	09	10
THE STANDARD	1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	4	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
	5	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>	
	6	<input checked="" type="checkbox"/>									
YOUR CHOICE	4										
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EVIDENCE

REQUIREMENTS	Met	Not met	Not in scope	TOTAL
The Standard	39	0	0	39
Your Choice	0	0	157	157
TOTAL	39	0	157	196