

THE STANDARD

INVESTORS IN PEOPLE - RAISING THE STANDARD OF GUERNSEY BUSINESS

We are pleased to present the second edition of The Standard, published to keep you informed on the progress of the Investors in People Project within Guernsey.

Update

You will recall from the last newsletter that Investors in People is about setting a level of good practice for improving an organisation's performance through its people in order to achieve business goals.

Guernsey has been fortunate enough to work with the new Standard from the beginning of the Pilot Project (October 1999). The Standard was changed to ensure that it is more accessible to a wide range of organisations, especially small firms who do not have internal human resource expertise. This new version was officially introduced on 13 April 2000 and maintains the principles of IiP (commitment, planning, action and evaluation) but focuses on *outcomes* rather than processes. The 4 principles are underpinned by 12 indicators of good practice which companies are assessed against in order to become an Investor in People.

An important message coming through is that it does not matter what size or type of organisation you are, the Standard is there to help you improve the way you work. All organisations have to meet the same 12 indicators, or criteria, but the Standard recognises that different people/companies will meet them in different ways.

Local Scene

As many of you will be aware, Guernsey was fortunate enough to host the *International Conference for Investors in People*, a remarkable achievement for the island. The conference took place at St Pierre Park Hotel on 17, 18 and 19 September 2000 and was attended by practitioners from all over the world. Although primarily arranged for Practitioners and Project Managers, representatives of local companies working with Investors in People were also included, which meant that local businesses could benefit from the expertise of visiting speakers.

Pilot Programme

Since the pilot project commenced, eighteen local companies have been working towards the Standard.

Being recognised as an 'Investor in People' involves a number of steps:

- Understanding the principles of the Standard and its strategic implications for your organisation
- Undertaking a review against the Standard to identify any gaps in current practice
- Making a commitment to meet the Standard and communicating that commitment to all members of staff
- Planning /taking action to bring about change
- Bringing together evidence for assessment against the Standard
- Achievement or recognition as an Investor in People
- Working to keep the culture of continuous improvement alive

We are delighted that so far, **5 companies have been recognised as Investor in People organisations**. It is thanks to the commitment and support of all those involved in the pilot project that the Board of Industry can now negotiate with Investors in People UK for a main license and continue with the success achieved so far. **Congratulations to you all!**

We asked representatives of each company to give a summary on the impact that the Investors in People process has had:

SPECSAVERS OPTICAL GROUP

Specsavers Optical Group was the first company in the Guernsey Investors in People pilot group to receive the award and is already making plans to take the initiative to their UK support staff, all their UK and Irish stores and ultimately internationally. They achieved accreditation in less than a year and were described as a model company and an inspiration to all.

Chairman Doug Perkins says: 'Investors in People was our greatest achievement of the year because it will mean so much to us for years to come. It is already being used as a platform for the way we want to move forward in the future in training, development and communication. It is an award that belongs to all the staff and one that we will treasure'.



CIVIL SERVICE BOARD

The Investors in People process helped us along the path we were already taking in linking departmental business planning with appraisals and staff development. An important part of the Investors process is that people know how their individual and team objectives, including their development objectives, fit with organisational goals. Working towards accreditation with Investors in People helped us to ensure the quality and added value of our contribution to the services which the States of Guernsey provides for the community.

Perhaps more than anything, however, assessing ourselves against the Investors indicators, discussing our goals and how to do even better, has enabled us to celebrate our achievements. We are more conscious of the value of our individual and team contributions, and our open and co-operative style of working, both for ourselves and for the quality of the work we do. The process has reinforced our positive feelings about working at the Civil Service Board, and has made us more appreciative of the support and friendliness of our colleagues.

(Lorraine Pannett, Strategy & Policy Adviser)

WOOLWICH GUERNSEY LIMITED

Before commencing the Investors in People pilot scheme, Woolwich Guernsey Ltd practised most of the IiP principles with the training and development requirements of each member of staff being assessed during an annual appraisal process.

As a result of the scheme, a more structured approach is being taken with an individual's requirements being linked to the bank's business plan. Assessment is made throughout the year, continuously reviewing the best way to develop and train every member of staff to meet their needs, the needs of the team in which they work and the needs of the organisation as a whole. Progress is tracked and recorded using Personal Development Plans.

More regular communication of business performance helps staff and management to identify an individual's contribution towards the achievement of the bank's objectives, and to recognise and evaluate the cost benefits of training more easily. Investors in People has enabled Woolwich Guernsey to deliver a more cohesive approach to training and development, ensuring that the needs of individuals are met throughout the bank.

(Alan Bougourd, Operations Director)

ERNST & YOUNG

'Our business has always been a people business and we've been training accountants for years. It could be easy for us to be complacent about training and development issues but Investors in People has helped us improve these and our communication initiatives generally. We have improved our business as a whole'.

(Andy Offen, Partner)

'Achieving Investors in People status has required the commitment of every person within the firm. We have all gained a better understanding of the organisation we work for and the contribution we make as individuals and as part of a team.'

(Pat Lowe, Receptionist)

NRG DISTRIBUTION

NRG Distribution was delighted to have achieved the Investors in People Standard in December last year. The Standard links training needs directly to the long term strategic aims of the organisation and provides a greater focus for the development of employees. It highlights the fact that investment in training is not always a question of committing additional resources but of making existing investment work more productively.

The attainment of Investors in People by NRGD is a natural progression from the ISO 14001 and 19001 accreditations already held by the Company. It is now our intention to build on this platform as they continue in their involvement with the EFQM Business Excellence Model. Achieving IiP has delivered greater cohesion to the company's training and development activities and has strengthened the links between its business objectives and personnel development plans in delivering corporate strategy.

Attaining the Standard was largely due to the support and effort of each and every member of the NRGD staff. Congratulations go to them!

(Neville Roberts, Financial Controller)

An important message coming from many companies is that the benefits are apparent even prior to assessment:

NP GROUP SERVICES

NP Group Services consists of twenty staff providing various centralised services to the NP Group. Services provided include accounting, computing, training administration and facilities management. We have been working towards IiP accreditation for about a year now and hope to be assessed in February 2001.

We have spent the year making the elements of IiP an integral part of our working lives and although we have some way to go, all the basic elements are in place. What this has meant is a structured relationship between training & development and business objectives that did not exist before. IiP has obliged us to clearly articulate what our key business objectives are and how the achievement of them can be measured. The IiP process has provided an additional element to bind us together as a team and has helped us express a common purpose to our work.

(Tony Gallienne, Group Finance Director)

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