



### Investors in People Healthcheck

Responsible Board Member(s) Simon Burton

Date 17 May 2010

*Summary of actions requested:*

- **Take note** of the Investors in People healthcheck
- **Discuss actions proposed in paragraph 6** and refer other proposed actions to HRSG.

1. Our liP assessor, Bill Crabtree from CQL (a London liP assessment company), carried out a healthcheck on the administration's readiness to seek liP re-accreditation. The healthcheck followed the Board's decision to seek liP re-accreditation later this year. This short paper presents key findings. The full report is available on request.
2. The healthcheck involved interviews by the liP assessor of a number of staff across different offices and grades. I am very grateful to all those who gave of their time for these interviews. A useful meeting with senior staff was also held to help prepare the ground, and again I thank colleagues for their participation and interest.
3. The healthcheck looked at the 10 liP indicators as follows:
  - i. Business Strategy
  - ii. Learning & Development Strategy
  - iii. People Management strategy
  - iv. Leadership & Management Strategy
  - v. Management Effectiveness
  - vi. Recognition & Reward
  - vii. Involvement & Empowerment
  - viii. Learning & Development Activity
  - ix. Performance Improvement
  - x. Continuous Improvement
4. CQL confirmed that the House of Lords performed strongly against Indicators 1, 5, 6, 7 & 8 – which is half of the Standard. There were many areas of good practice including:
  - Generally staff liked their work and stay for many years.
  - Some described the Lords as a family and there was a real sense of belonging.
  - Many people placed a strong emphasis on team working.
  - The business planning system was impressive.
  - Generally staff felt that they had good managers who provided helpful feedback and advice when necessary.
  - Most staff felt there was a genuine commitment to developing people (though some felt that improvements could be made to e.g. promotion). The resource allocated to learning and development is impressive, for an organisation of this size.
  - Many improvements have been made to communications.
  - Staff felt trusted to perform duties. Many felt a real sense of pride in their work.
  - Managers and staff generally felt recognised and appreciated for their contribution.

- Key people management systems appeared to be operating regularly – such as appraisals, team meetings and one to one conversations.
  - Some managers were really committed to inspiring their people and to making improvements that had resulted in a change of culture
5. **The healthcheck concluded that the liP standard was met across the Board with one exception; this is a very positive result. The exception was that the evaluation of Learning and Development needs to be refined.** HRO is working on developing its capability in this area, including by enhanced training of relevant HR staff. This is the most important area we must improve on before we seek re-accreditation.
6. A number of other recommendations were offered to help the administration improve. Two of significance given the Board's recent discussions are:
- The Management Board will have to decide what its business priorities are before the next assessment and to determine the links between these priorities and people practices.
  - It will be important for managers to develop a clear view about what the administration aspires to be in future.
- The Board will need to decide how it wishes to take these forward.**
7. The following recommendation will be for the BPG to consider:
- Prepare a short 'business plan', so that all staff have a simple overview of the 2010/11 Business Strategy.

8. Other recommendations are being taken forward by HRO as follows:

Through designing management training:

- Managers and staff were not sufficiently aware of what the Administration requires from managers. We need to develop plans to ensure that managers are reminded about management capabilities but staff were not saying that they had 'poor' managers – so this may be an awareness issue only. Staff comments indicated that some managers and staff were not convinced that the Administration is getting better at the way it manages and develops its people.
- Awareness of the investment in and the return on learning and development will need to be improved.
- Participants made some insightful comments about the need for innovation and some of the factors that might make innovation difficult.
- Managers were not convinced that there is an environment where people aim for continuous improvement and are able to openly challenge the way the Administration works in order to improve performance.
- Review procedures that can be used to ensure people think of the benefits of learning in terms of 'self, team & organisation'.

By HRO in line with its regular activity as set out in the HRO business plan:

- Produce a training plan for 2010/11 that is linked to the business needs.
- Review & clarify the role of Training Liaison Officers (TLOs) and involve them in making improvements including perhaps using TLOs as the liP project team.

- Remind managers and staff about the required knowledge, skills and behaviours for managers (through review of competences and management training).
  - Review learning & development from 2009/10. Capture costs and benefits for the business and ensure that top managers and middle managers 'own' this activity.
  - Once learning has been evaluated for the whole business, identify examples of changes made to the strategy for improving performance and changes made to the way people are managed and developed.
  - Ensure managers and staff are aware of improvements made to the way people are managed and developed.
  - Consider whether managers at the Office or Departmental level should produce simple team learning plans
  - Consider how Learning & Development staff within HR can become internal consultants who are able to work with Departmental Management teams to plan (and evaluate) Learning & Development activities.
  - Combine the findings of this Diagnostic with evidence from the Staff Survey, create an action plan and use this information to decide when to seek re-assessment; and consider whether there is a need to brief managers about the requirements of the Standard (particularly indicators 1, 2 & 9).
9. The report and proposed actions are being considered by the Human Resources Office. **I invite the Board to agree that the report and the recommended actions also be referred to the HRSG, together with the implementations proposed by HR, and that I report back to the Board, in conjunction with a report on the actions being taken in response to the Staff Survey, at the July meeting of the Board with a view to the Board to considering then whether to seek re-accreditation in October or to take advantage of the option of delaying up to three months.**

20 May 2010

Simon Burton