## The Investors in People Framework: A Summary of Its Contents

<table>
<thead>
<tr>
<th>Plan</th>
<th>DO</th>
<th>Review</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>01: Business Strategy</strong></td>
<td><strong>02: Learning &amp; Development Strategy</strong></td>
<td><strong>03: People Management Strategy</strong></td>
</tr>
</tbody>
</table>

### 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.
- People know what effective managers should be doing.
- Managers are clear about the capabilities they need to lead, manage and develop 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.

### Your Choice: Top Managers Should Make Sure (And Their People Should Confirm) That:

- Clear core values relate to vision and strategy.
- Key performance indicators are used to improve performance.
- Social responsibility is taken into account in the strategy.
- People and stakeholders are involved in strategy development.
- The learning and development strategy builds capability.
- Plans take account of learning styles.
- People help make decisions about their own learning.
- Learning and development is innovative and flexible.
- There is a culture of continuous learning.
- The recruitment process is fair, efficient and effective.
- A diverse, talented workforce is created.
- A work-life balance strategy meets the needs of its people.
- Constructive feedback is valued.
- The structure makes the most of people’s talents.
- Everyone is encouraged to develop leadership capabilities.
- Managers are role models of leadership, teamwork and knowledge sharing.
- Coaching is part of the culture.
- People are helped to develop their careers.
- There is a culture of openness and trust.
- Reward and recognition strategies link to business strategy and are externally benchmarked.
- Representative groups are consulted (where appropriate).
- What motivates people is understood.
- Success is celebrated.
- Benefits strategy goes beyond legal requirements.
- Colleagues’ achievements are recognised.
- Effective consultation and involvement are part of the culture.
- People are supported and trusted to make decisions.
- Knowledge and information are shared.
- People are committed to success.
- There is a culture of continuous improvement.
- People can challenge the way things work.
- There is a sense of ownership and pride in working for the organisation.
- The contribution of people strategies is measured and evaluated.
- Learning is an everyday activity.
- Innovative and flexible approaches to learning and development are used.
- People are given the opportunity to achieve their full potential.
- All learning is valued and celebrated and is an everyday activity.
- Personal development is supported.
- The contribution of people strategies is measured and evaluated.
- Self review and information from external review are used.
- Effective feedback methods are used to understand people’s views on how they are managed.
- Internal and external benchmarking are used.
- People’s views on how they are managed improves.
- People believe it’s a great place to work.