

# Investors in People (IiP)

The Investors in People standard is a business improvement tool designed to advance an organisation's performance through the management and development of its people.

CCEA believe that improving people's knowledge and skill is fundamental to the continued success of the organisation and decided to embrace the ethos of the IiP standard. We achieved accreditation to the standard in 2002 and were re-accredited in June 2005.

To gain accreditation to the IiP standard the organisation was assessed against the following 12 indicators:

- The organisation is committed to supporting the development of its people.
- People are encouraged to improve their own and other people's work.
- People believe their contribution to the organisation is recognised.
- The organisation is committed to ensuring equality of opportunity in the development of its people.
- The organisation has a plan with clear aims and objectives which are understood by everyone.
- The development of people is in line with the organisation's aims and objectives.
- People understand how they contribute to achieving the organisation's aims and objectives.
- Managers are effective in supporting the development of people.
- People learn and develop effectively.
- The development of people improves the performance of the organisation, teams and individuals.

In 2005, as part of our re-accreditation we decided to apply for an assessment using the "Profile Assessment Tool". This is a new service offered by IiP and allows the assessor to indicate to what degree an organisation surpasses the requirements of IiP. The Profile provides a rating (1 – 4) against each of the 12 indicators. Organisations which meet IiP requirements receive a rating of 1, while organisations who achieve Level 4 are likely to be demonstrating outstanding characteristics of the standard. CCEA received an average rating of 3. This represents an organisation significantly exceeding the requirements of the standard.

The 2005 re-accreditation process took the form of one-to-one interviews with a range of grades ranging from SMT down to clerical officers and temporary staff. Approximately 30 members of staff were interviewed over a period of 2 days, each interview lasting approximately 15 minutes.

The assessor commented that not one individual had a negative comment to make about the organisation, a testament to the commitment of staff to the organisation.

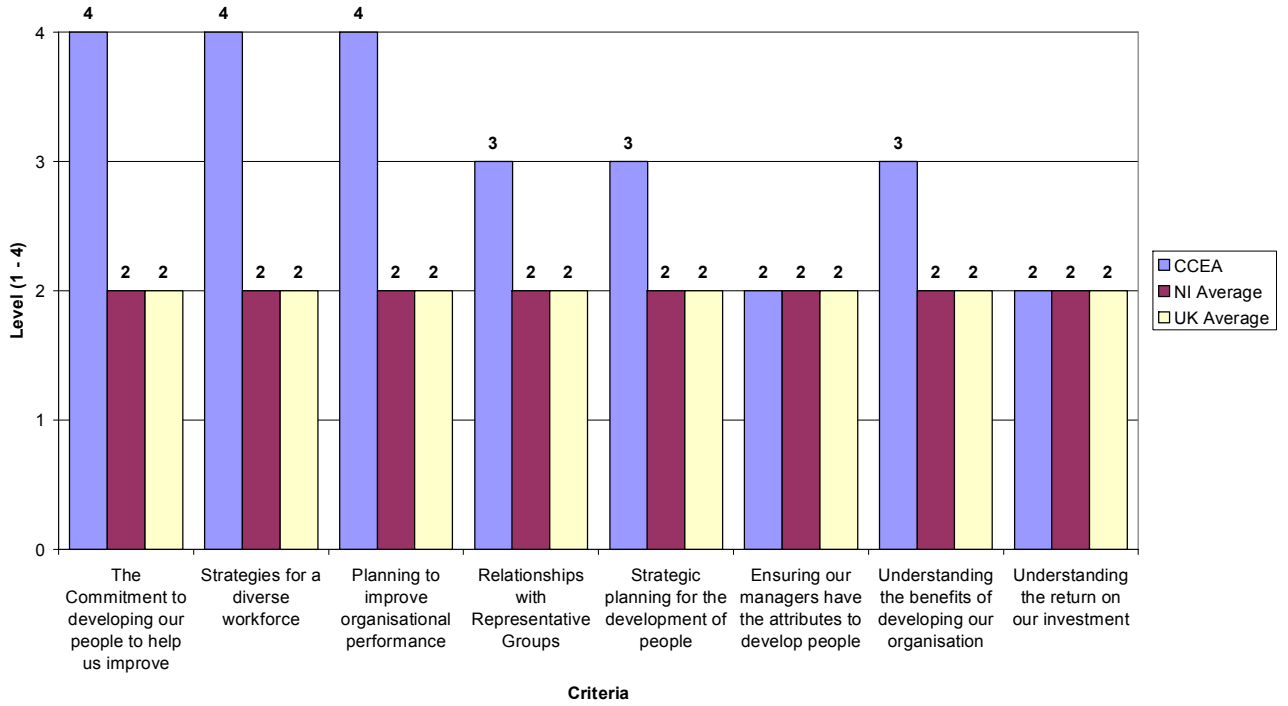
## Staff Comments Highlighted in the Feedback Report

- *Top management team is deeply committed to CCEA's success and I respect them for what they are trying to achieve.*
- *Training and development has a very high profile – we all have equal opportunity to learn.*
- *I have worked in CCEA for a number of years and have no intention of leaving. Every job I've had I have been given the opportunity to develop my skills and demonstrate what I can do.*
- *Training is never off the agenda – either formally or informally.*
- *I can see real improvement for the training of managers and the impact this has on staff.*

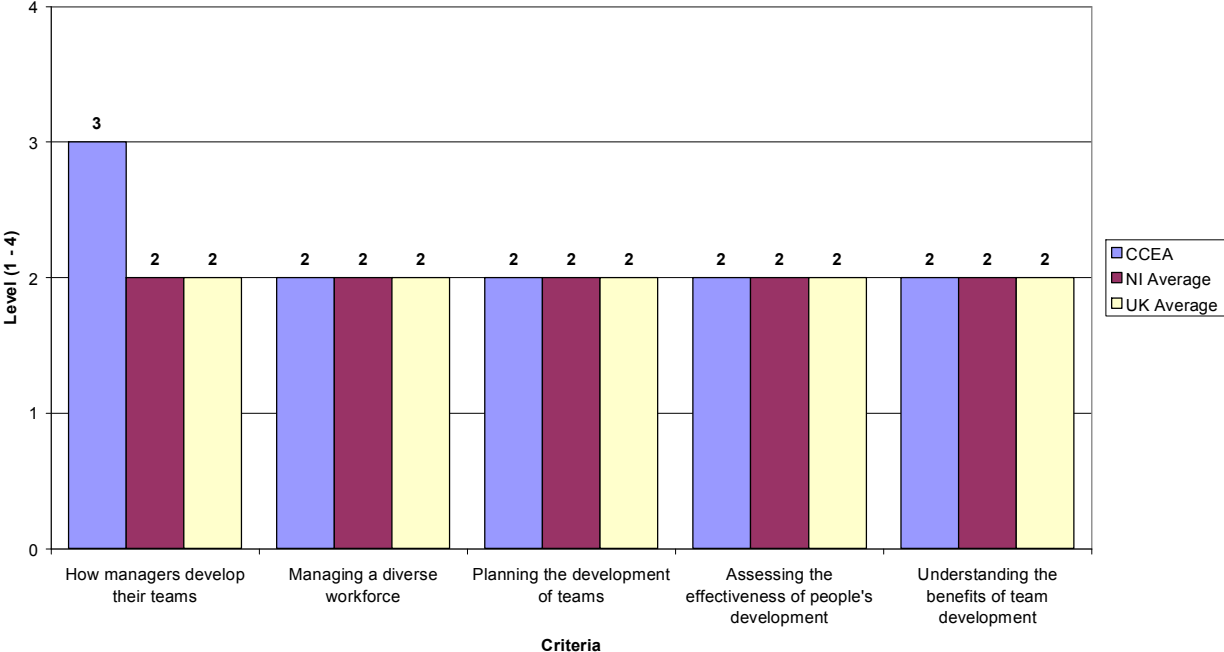
## Assessor Comments

- *The culture within CCEA is open to sharing knowledge internally. All staff interviewed demonstrated a strong pride in their work and were very aware of being part of an important and progressive organisation.*
- *Very strong commitment to the training and development of staff reflected in the views of all those interviewed.*
- *Strong leadership and management strategy with encouragement for all managers at all levels to improve leadership skills.*
- *Individuals feel recognised and value their contribution to the organisation's success.*

**liP Profile Levels: Developing a Strategy - CCEA Versus Regional and National Averages**



**liP Profile Levels: Implementing Our Strategy - CCEA Versus Regional and National Averages**



**IIP Profile Levels: Developing Our People - CCEA Versus Regional and National Averages**

