

The Investors in People Standard

Principles	Indicators	Evidence
Commitment An Investor in People is fully committed to developing its people in order to achieve its aims and objectives	1 The organisation is committed to supporting the development of its people	Top management can describe strategies that they have put in place to support the development of people in order to improve the organisation's performance Managers can describe specific actions that they have taken and are currently taking to support the development of people People can confirm that the specific strategies and actions described by top management and managers take place People believe the organisation is genuinely committed to supporting their development
	2 People are encouraged to improve their own and other people's performance	People can give examples of how they have been encouraged to improve their own performance People can give examples of how they have been encouraged to improve other people's performance
	3 People believe their contribution to the organisation is recognised	People can describe how their contribution to the organisation is recognised People believe that their contribution to the organisation is recognised People receive appropriate and constructive feedback on a timely and regular basis
	4 The organisation is committed to ensuring equality of opportunity in the development of its people	Top management can describe strategies that they have put in place to ensure equality of opportunity in the development of people Managers can describe specific actions that they have taken and are currently taking to ensure equality of opportunity in the development of people People confirm that the specific strategies and actions described by top management and managers take place and recognise the needs of different groups People believe the organisation is genuinely committed to ensuring equality of opportunity in the development of people

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Planning An Investor in People is clear about its aims and its objectives and what its people need to do to achieve them	5 The organisation has a plan with clear aims and objectives which are understood by everyone	The organisation has a plan with clear aims and objectives People can consistently explain the aims and objectives of the organisation at a level appropriate to their role Representative groups are consulted about the organisation's aims and objectives
	6 The development of people is in line with the organisation's aims and objectives	The organisation has clear priorities which link the development of people to its aims and objectives at organisation, team and individual level People clearly understand what their development activities should achieve, both for them and the organisation
	7 People understand how they contribute to achieving the organisation's aims and objectives	People can explain how they contribute to achieving the organisation's aims and objectives
Action An Investor in People develops its people effectively in order to improve its performance	8 Managers are effective in supporting the development of people	The organisation makes sure that managers have the knowledge and skills they need to develop their people Managers at all levels understand what they need to do to support the development of people People understand what their manager should be doing to support their development Managers at all levels can give examples of actions that they have taken and are currently taking to support the development of people People can describe how their managers are effective in supporting their development
	9 People learn and develop effectively	People who are new to the organisation, and those new to a job, can confirm that they have received an effective induction The organisation can show that people learn and develop effectively People understand why they have undertaken development activities and what they are expected to do as a result People can give examples of what they have learnt (knowledge, skills and attitude) from development activities Development is linked to relevant external qualifications or standards (or both), where appropriate

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Evaluation An Investor in People understands the impact of its investment in people on its performance	10 The development of people improves the performance of the organisation, teams and individuals	The organisation can show that the development of people has improved the performance of the organisation, teams and individuals
	11 People understand the impact of the development of people on the performance of the organisation, teams and individuals	Top management understands the overall costs and benefits of the development of people and its impact on performance People can explain the impact of their development on their performance, and the performance of their team and the organisation as a whole
	12 The organisation gets better at developing its people	People can give examples of relevant and timely improvements that have been made to development activities