

# **Investors In People – Early Assessment Follow Up Action Plan**

**May 2010**

## **Executive Summary**

- SPSO commissioned IIP Scotland in March 2010 to conduct an IIP, early assessment;
- The intention was to use the findings of this early assessment as the basis of future development plans, with the aim of achieving full IIP status in 2010/11;
- The early assessment revealed a lot of positive findings across the 10 categories;
- The areas of development identified built on issues already known to management, some of which had been previously identified through staff consultation;
- The early assessment will provide a sound basis for focusing people based activities in 2010/11;
- An action plan has now been drawn up setting out the SPSO's planned response to the IIP early assessment findings – these will be fed into the 2010/11 operational plans;
- The action plan focuses on the priority actions covering those areas that are not meeting the standard;
- -The SPSO aim to undertake the formal IIP assessment in December 2010, when all of the evidence identified in the early assessment will be carried forwards.

## SPSO Investors In People Early Assessment Action Plan (May 2010)

### 1. Priority areas – not meeting the standard

Standard	IIP Report Feedback	Comments & Proposed Action	Strategic Objective	Measure	Responsible owner
<b>2. Learning and development strategy - learning and development is planned to achieve the organisation's objectives</b>					
2.1 Top managers can explain the organisation's learning and development needs, the plans and resources in place to meet them, how these link to achieving specific objectives and how the impact will be evaluated	<p>The decision to await clarity related to the impact of the Bills going through Parliament has impacted on SPSO's ability to demonstrate people development outcomes at the organisational level.</p> <p>Whilst learning and development has been taking place there would be benefit going forward to create much more structure around planning this at the organisations, team and individual level.</p> <p>There was inconsistent, insufficient and mixed information in relation to the evaluation of learning and development.</p>	<p>Action: 2010/11 Learning &amp; Development Strategy, aligned to 2010/11 business planning process and reflecting team and functional objectives. New SMT to play integral part in developing this</p> <p>Action: Improve mechanisms for evaluating the impact, and improvement of I&amp;d activities</p>	<p>SO5, Q1</p> <p>SO5. Q1</p>		
2.2 Managers can explain team learning and development needs, the	There were some examples of individuals requesting activities and	Action: Review training policy, including line management and	SO5, Q1		

activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated.	these not being met and individuals not receiving feedback why their requests weren't met.	HR responsibilities are clear			
<b>4. Leadership and management strategy – the capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.</b>					
4.1 Top managers can describe the knowledge, skills and behaviours managers need to lead, manage and develop people effectively and the plans they have in place to make sure managers have these capabilities.	<p>There was insufficient evidence of planned management development or refreshers related to people skills apart from coaching.</p> <p>A competency framework defines the capabilities of managers. However the is inconsistent and mixed information on what people can expect from their managers</p>	<p>Action: review competency framework for managers in 2010/11 – consider introducing a skills matrix for management development linked to management competencies</p> <p>Action: develop a strategy for management development that aligns with the business plan – consider conducting a management training needs analysis, or learning questionnaire.</p>	SO5, Q2		
4.3 People can describe what their manager should be doing to lead, manage and develop them effectively.	<p>Some staff believe they are not trusted by their managers.</p> <p>The QA system has made some people feeling less trusted to make their own decisions.</p>	<p>Action: address as part of implementation of revised QA system.</p>			
<b>5. Management effectiveness – managers are effective in leading, managing and developing their people</b>					
5.3 People can explain how their managers are effective in leading, managing and developing them.	There is inconsistency in management effectiveness	Action: consider extending the existing 360 degree feedback system and other methods of			

	In some areas there is not much constructive feedback given.	obtaining feedback  Action: ensure managers are aware of their responsibilities for giving constructive feedback, ensuring staff recognise this as such and creating a culture of valuing individual contribution.			
<b>9.Performance management – investment in people improves the performance of the organisation</b>					
9.1 Top managers can describe the organisation's overall investment of time, money and resources in learning and development.	SPSO need to be able to demonstrate how investment in people improves performance.	Action: develop a more structured approach to the mechanisms for measuring and evaluating learning and development, formally reviewing learning and development and it's related costs at specific regular intervals.			
9.2 Top managers can explain, and quantify where appropriate, how learning and development has improved the performance of the organisation.	SPSO need to be able to quantify the level of investment versus benefits	As per 9.1			
9.3 Top managers can describe how the evaluation of their investment in people is used to develop their strategy for improving the performance of the organisation.	SPSO need to be able to demonstrate how this assessment of investment informs future strategy	As per 9.1			
9.4 Managers can give examples of how learning and development has improved the performance of their		As per 9.1			

team and the organisation.					
9.5 People can give examples of how learning and development has improved the performance of their team and the organisation.		As per 9.1  Action: Ensure technical updates are more job specific			
<b>10 Continuous improvement – improvements are continually made to the way people are managed and developed.</b>					
10.1 Top managers can give examples of how the evaluation of their investment in people has resulted in improvements in the organisation's strategy for managing and developing people.		As per 9.1			
10.2 Managers can give examples of improvements they have made to the way they manage and develop people.		As per 9.1			
10.3 People can give examples of improvements that have been made to the way the organisation manages and develops its people.	There is a perception that opportunities for career progression are limited.	Civil Service Redeployment Scheme Accreditation (May 2010)			

