



Results of the Investors in People Insight staff survey



Produced by People Insight in May 2005

Tel: 0870 742 4810
Fax: 0870 742 4820
Email: enquiry@peopleinsight.co.uk
Website: www.peopleinsight.co.uk

Demonstration Report



About this Demonstration Report

A People Insight report presents a compelling, graphical analysis of your survey results, using both quantitative and qualitative data to provide a rich understanding of your people management strengths and weaknesses. As well as a clear understanding of your overall position against the Standard we also show you how different teams or departments compare to each other by indicator. Furthermore, our action plan format facilitates sense-making of the results and prioritisation of work areas

This is a cut down version of our report intended to give you an illustration of the analysis we provide.

Please note that ABC Group is a fictitious company.

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Section 1 – Overview and Investors in People Analysis

Introduction and Executive Summary


















































The ABC Group Staff Survey was completed in May 2005 and achieved a response rate of 65%. 150 staff were invited to take part in the survey and 97 responses were received. A detailed breakdown of respondents is shown in the appendices.

Our analysis of the responses to the ABC Group Staff Survey has identified the following themes:

Responses demonstrate STRENGTHS in the following areas:	
	<ul style="list-style-type: none"> The existence and people's understanding of the company's aims and objectives.
	<ul style="list-style-type: none"> People's understanding of the capabilities required by managers to lead, manage and develop people effectively.
Responses demonstrate WEAKNESSES in the following areas:	
	<ul style="list-style-type: none"> The way learning and development activities are planned to help achieve the company's aims and objectives.
	<ul style="list-style-type: none"> Managers' effectiveness in supporting the development of people.
Responses demonstrate SCOPE FOR IMPROVEMENT in the following areas:	
	<ul style="list-style-type: none"> The way the company encourages people to contribute their ideas to improve performance and ensures everyone receives the development and support they need.
	<ul style="list-style-type: none"> The way the company recognises and values people's contribution.
	<ul style="list-style-type: none"> The way the company encourages people to take ownership and responsibility for decision making.
	<ul style="list-style-type: none"> The effectiveness of learning and development.
	<ul style="list-style-type: none"> People's understanding of the impact that learning and development has on performance.
	<ul style="list-style-type: none"> Making continual improvements in the organisation's approach to developing people.

Investors in People Analysis – Traffic Light Summary

This diagram shows ABC’s overall position against the Indicators and Evidence Requirements of the Investors in People Standard.

		Indicator 1	Indicator 2	Indicator 3	Indicator 4	Indicator 5	Indicator 6	Indicator 7	Indicator 8	Indicator 9	Indicator 10
											
Evidence Requirements	1										
	2										
	3										
	4										
	5										
	6										

KEY:

A **RED** status indicates that significant gaps are likely to exist against an Evidence Requirement.

An **AMBER** status indicates that minor gaps are likely to exist against an Evidence Requirement.

A **GREEN** status indicates that the Evidence Requirement is likely to be accepted by an Assessor as being met.

A **BLUE** status indicates that we are unable to comment due to lack of data or to maintain confidentiality of respondents.





A **GREY** status indicates that the Evidence Requirement does not apply to your organisation.





Investors in People Analysis – Position against the Standard

In this section we have mapped the questions in the People Insight survey to the Indicators and Evidence Requirements of the Investors in People Standard.

Our analysis replicates the decision making process that an Assessor follows in deciding whether or not the Indicator is met. For an Indicator to be considered met, the ratio of positive to negative responses for a question has to be above a defined level. The role of neutral responses is to decide how high that defined level should be. As the number of neutral responses increases, the ratio of positive to negative responses needs to be higher to achieve the met status.

KEY:  Positive responses  Neutral responses  Negative responses

	Indicator 4: The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood			
				
Strengths	→ Top managers understand what capabilities are required by managers to effectively lead, support and develop people in ABC Group.	82%	18%	0%
	→ Top managers believe that action is taken to help managers gain the knowledge and skills they need to lead, support and develop their people.	73%	18%	9%
	→ Managers understand their responsibilities for leading, supporting and developing the people reporting to them.	94%	6%	0%
	→ Managers confirm that they have the right level of skills and knowledge required to lead, support and develop the people reporting to them.	94%	6%	0%
	→ People understand what their manager should be doing to support and develop them.	70%	20%	10%
Weaknesses	→ Not applicable			

	Indicator 5: Managers are effective in leading, managing and developing people			
				
Strengths	→ Managers believe that they are effective at leading, supporting and developing the people reporting to them.	81%	13%	6%
	→ Managers believe that they provide people with timely feedback upon their performance.	88%	13%	0%
	→ Managers believe that the performance of people reporting to them has improved as a result of feedback they have provided.	69%	31%	0%
Weaknesses	→ Not enough people can confirm that their manager is effective at leading and managing them.	41%	38%	21%
	→ People do not always feel they receive timely feedback from their manager concerning their performance.	39%	28%	33%
	→ People do not consistently receive feedback that helps them to improve their performance.	41%	38%	21%

A		Indicator 6: People's contribution to the organisation is recognised and valued		
		+	+/-	-
Strengths	→ Managers believe that they take action to ensure people feel valued and recognised.	100%	0%	0%
	→ People understand how they contribute to achieving ABC Group's aims & objectives.	93%	5%	2%
	→ People feel appreciated by their manager.	62%	19%	20%
Weaknesses	→ Not enough people feel that their contribution is recognised.	36%	25%	39%

A		Indicator 7: People are encouraged to take ownership and responsibility by being involved in decision making		
		+	+/-	-
Strengths	→ Managers believe that they encourage people to take part in decision making.	100%	0%	0%
	→ People are encouraged and are able to take responsibility for decisions regarding their work.	78%	8%	13%
Weaknesses	→ People do not always feel consulted about decisions that affect their work.	61%	15%	24%

A		Indicator 8: People learn and develop effectively		
		+	+/-	-
Strengths	→ Managers believe they take action to ensure that people's learning and development needs are met.	75%	25%	0%
	→ New joiners are helped to understand ABC Group's aims and objectives.	65%	13%	22%
	→ New joiners are helped to understand what is expected of them in their job.	78%	4%	17%
	→ People changing jobs are helped to understand what is expected of them in their new role.	69%	13%	19%
Weaknesses	→ Not enough people feel they have been supported with the training and development they need to do their job well.	52%	20%	29%
	→ People feel that they are not always supported with the training and development they need to develop in their career at ABC Group.	39%	25%	36%
	→ Not enough new joiners could confirm that their development needs were identified when they started.	35%	43%	22%
	→ Action is not always taken to meet new joiners' development needs.	26%	43%	30%
	→ Not enough job changers could confirm that their development needs were identified when they started their new role.	50%	25%	25%
	→ Action is not always taken to meet job changers' development needs.	50%	31%	19%

Traffic Light Analysis by Team

The table in this section shows an analysis of ABC Group’s current position against the Evidence Requirements of the Investors in People Standard by team.

Please note that, because of no data or insufficient data, all Teams are not necessarily represented against each Evidence Requirement.







Key to the data table:








Overall – shows the traffic light status of ABC as a whole.

RED - identifies the Teams where significant gaps are likely to exist against the Evidence Requirement.

AMBER - identifies the Teams where a minor gap is likely to exist against the Evidence Requirement.

GREEN - identifies the Teams who are likely to be meeting the Evidence Requirement.

Evidence Requirements		Overall	Teams that are RED 	Teams that are AMBER 	Teams that are GREEN 
05.01	Managers can explain how they are effective in leading, managing and developing people			<ul style="list-style-type: none"> Administration Sales 	<ul style="list-style-type: none"> IT Finance Planning
05.02	Managers can give examples of how they give people constructive feedback on their performance regularly and when appropriate			<ul style="list-style-type: none"> Planning 	<ul style="list-style-type: none"> Administration Sales IT Finance
05.03	People can explain how their managers are effective in leading, managing and developing them		<ul style="list-style-type: none"> Sales Finance Planning 	<ul style="list-style-type: none"> Administration IT 	

Evidence Requirements		Overall	Teams that are RED 	Teams that are AMBER 	Teams that are GREEN 
05.04	People can give examples of how they receive constructive feedback on their performance regularly and when appropriate		<ul style="list-style-type: none"> Administration Planning 	<ul style="list-style-type: none"> Sales IT Finance 	
08.01	Managers can describe how they make sure that people's learning and development needs are met			<ul style="list-style-type: none"> IT 	<ul style="list-style-type: none"> Administration Sales Finance Planning
08.02	People can describe how their learning and development needs have been met, what they have learnt and how they have applied this in their role			<ul style="list-style-type: none"> Administration IT Planning 	<ul style="list-style-type: none"> Sales Finance
08.03	People who are new to the organisation, and those new to a role, can describe how their induction has helped them to perform effectively		<ul style="list-style-type: none"> Planning 	<ul style="list-style-type: none"> Administration IT Finance 	<ul style="list-style-type: none"> Sales

Section 2 – Action Planning

In this section we identify areas of the Standard where improvements can be made and suggest issues to consider in taking action. An action area is presented below for each Evidence Requirement that is not likely to be accepted by an Assessor as being met.

Current Position	Issues to Consider	Your Actions	Who	When
<p>Evidence Requirement 03.05</p> <p>Not enough people feel encouraged to contribute ideas to improve performance.</p>	<ul style="list-style-type: none"> • How people are encouraged to share their knowledge & skills with their colleagues • How teams are encouraged to identify and make performance improvements as a team • How colleagues give feedback to each other on their performance • How teams share their expertise with other teams 			
<p>Evidence Requirement 05.04</p> <p>People do not always feel they receive timely feedback from their manager concerning their performance.</p> <p>People do not consistently receive feedback that helps them to improve their performance.</p>	<ul style="list-style-type: none"> • The approaches you take to managing individual performance (e.g. appraisals, one to ones, performance reviews) • The frequency & effectiveness of individual performance reviews • How managers motivate people to improve • Whether feedback provided is specific & leads to action to improve • Whether improvements following feedback are reviewed and encouraged 			

Current Position	Issues to Consider	Your Actions	Who	When
<p>Evidence Requirement 06.03</p> <p>Not enough people feel appreciated by their manager.</p> <p>Not enough people feel that their contribution is recognised.</p>	<ul style="list-style-type: none"> • Whether you measure the effectiveness of managers in giving praise & positive feedback • The effectiveness of your formal and informal reward & recognition processes • What line and top managers do to celebrate good work or performance 			
<p>Evidence Requirement 07.02</p> <p>People do not always feel consulted about decisions that affect their work.</p>	<ul style="list-style-type: none"> • Whether formal and informal approaches exist that involve people in decision making • Whether managers are effective in encouraging people to become involved in decision making 			
<p>Evidence Requirement 10.03</p> <p>People do not consistently believe that ABC Group's approach to managing and developing people is continually improving.</p>	<ul style="list-style-type: none"> • Whether people are asked their opinion on how improvements could be made to the way the organisations manages and develops its people • Whether improvements have been made • Whether people have been told about the improvements 			

Section 3– Comments from Staff

What can be done to improve the way we work now and in the future?

→ Each department to be viewed as being as important as any other. A formal "Inform & Consult" agreement.
→ Quality training and a better company structure.
→ More flexibility could be offered with regard to working hours. Senior Management could be more open with future strategies. Communication needs to be filtered down better.
→ More practical training/job based training (technical).
→ Be involved more in decision making that affects the job role and work undertaken.
→ More constructive talking and understanding of our own responsibilities and our role at ABC.
→ Communication between departments. 6 monthly report on company achievements, targets and aims.
→ An employee of the month award scheme and profit share scheme
→ Foster and encourage the "ABC Culture" of going the extra mile to ensure that the customer receives excellent levels of service from everybody within ABC who comes into contact with them.
→ We require better training which is carefully monitored and overseen by managers. We need to be given all the tools necessary to do the job. We need to remove the fear of change from within the company. The role of individual departments needs to be more clearly defined to ensure responsibility is taken for appropriate work.
→ Have more of an insight into the procedures of other departments and how well the departments are running which could help with your own department.
→ Training is minimal at present. Involvement of staff in decision making. Mechanism for recording suggestions/complaints. An induction process which explains more about the company, what the company is about, its product, different departments, how the individual fits into the picture.
→ A half yearly or yearly general staff meeting to outline ABC achievements/progression in the market place. More information on development and new products by means of a news bulletin (possibly quarterly)
→ Improve communication - take an interest in daily management rather than waiting for something to go wrong before tackling issues.

Appendices

Breakdown of survey respondents

Teams	
Administration	28
Sales	6
IT	31
Finance	20
Planning	6
Not Stated	6
Total	97

Responses by Staff Category	
All Staff	97
Directors and Senior Managers	11
Line Managers	16
New Starters	23
Job Changers	16

Summary responses to each question

My Performance (All staff completed this section)	Strongly agree		Agree		Neither agree nor disagree		Disagree		Strongly disagree	
	n	%	n	%	n	%	n	%	n	%
	1. I understand the aims and objectives of ABC Group	29	30%	52	54%	11	11%	3	3%	2
2. I understand how the work I do helps ABC Group to achieve its aims	43	44%	47	48%	5	5%	0	0%	2	2%
3. I am involved in developing my team's aims and objectives	22	23%	36	37%	22	23%	12	12%	5	5%
4. My opinion is sought on decisions that affect my work	20	21%	39	40%	15	15%	14	14%	9	9%
5. I have responsibility for decisions regarding my work	28	29%	48	49%	8	8%	9	9%	4	4%
6. The feedback I receive from my manager helps me to improve my performance	11	11%	29	30%	37	38%	13	13%	7	7%
7. My manager shows appreciation for the work I do	23	24%	37	38%	18	19%	10	10%	9	9%
8. In the last week, I have received thanks or praise for doing good work	7	7%	28	29%	24	25%	18	19%	20	21%

My Learning and Development (All staff completed this section)	Strongly agree		Agree		Neither agree nor disagree		Disagree		Strongly disagree	
	n	%	n	%	n	%	n	%	n	%
	9. I believe that ABC Group is committed to ensuring that everyone has an equal opportunity to learn and develop	18	19%	47	48%	14	14%	6	6%	12
10. I am encouraged to identify my own learning and development needs	12	12%	34	35%	31	32%	11	11%	9	9%
11. Any learning and development I undertake is prioritised in line with my agreed aims and objectives	3	3%	23	24%	43	44%	21	22%	7	7%
12. My development has helped to improve my team's performance	10	10%	37	38%	38	39%	5	5%	7	7%
13. My development has helped to improve the performance of ABC Group	14	14%	38	39%	35	36%	6	6%	4	4%

My Manager (All staff completed this section)	Strongly agree		Agree		Neither agree nor disagree		Disagree		Strongly disagree	
	n	%	n	%	n	%	n	%	n	%
14. I am clear on my manager's responsibilities for leading, managing and developing me	17	18%	51	53%	19	20%	6	6%	4	4%
15. I believe my manager is effective in leading, managing and developing me	16	16%	24	25%	37	38%	11	11%	9	9%
16. My manager seeks feedback on his/her own performance	3	3%	13	13%	28	29%	29	30%	24	25%
17. My manager makes improvements to his/her own work	7	7%	28	29%	46	47%	8	8%	8	8%
18. My manager listens to the views and opinions of others	20	21%	44	45%	18	19%	7	7%	8	8%
19. My manager shares ideas and information with others	19	20%	39	40%	22	23%	9	9%	8	8%
20. My manager is prepared to try new approaches to improve our work	22	23%	36	37%	22	23%	9	9%	8	8%
21. My manager delegates interesting and challenging work	13	13%	32	33%	36	37%	7	7%	9	9%
22. My manager trusts me to do a good job	41	42%	42	43%	10	10%	2	2%	2	2%