



INVESTORS IN PEOPLE REVIEW REPORT

For

RAP Office Contracts Ltd

(10 September 2010)

Prepared by

David L Smith

Investors in People Assessor

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1. Introduction

RAP interior refurbishments deliver a unique combination of services for commercial interiors that make the design and construction of workplace interiors or the office refurbishment of an existing building, a rewarding experience for clients.

RAP provide a complete package from office refurbishment services, school refurbishments and education furniture to office fit outs, relocations, commercial refurbishments, interior design and partitions within Kent, London, South East and throughout the UK.

The organisation undertakes projects in, along with others; the healthcare, housing association, education, hospices, care homes, warehousing and shop sectors.

2. Agreed Objectives for the Review

As part of the planning for your assessment, we discussed your organisation's objectives and key priorities and how your Investors in People assessment and report can be tailored to focus on these objectives.

Along with an introduction to and explanation of several interactive development tools a Business Goals form was also discussed as to how people could influence the achievement of the business goal and what performance measures you would use to track progress/success.

We agreed that the following objectives and priorities are the ones that are relevant to and will form the focus for this assessment:-

- ✓ Work Smarter and Leaner
- ✓ Maintain clear lines of communication
- ✓ Provide an efficient service for customers

3. Feedback Against Suggested Development Points identified at last visit

- ✓ All people are now involved in the setting of goals with regard to performance and personal development.
- ✓ A set of competencies that managers should demonstrate in his/her role has been agreed with all people and the document is displayed on notice boards.
- ✓ The organisation has put in place a system for assessing and recording outcomes of development and training activities

RAP has one top manager and thereafter a very flat ‘management structure’ with most people to a great extent accepting responsibility to ‘manage’ their own role/section and work collaboratively with other like ‘managers’ to form a cohesive and collaborative ‘team working’ environment.

As every person is involved in virtually all discussions and decision making concerning the organisation there is, at present therefore, essentially only one ‘team’ within the organisation, with organisation objectives becoming team and personal objectives and responsibilities.

While roles and objectives are intertwined every effort is made however to broaden skills of each individual, address personal and professional aspirations ensuring every person has equal access to development opportunities as an individual.

The use of the term ‘manager’ within this report therefore refers to the top manager and any person who at any one time has responsibility for ‘a role’ or ‘tasks’ and who, in order to complete tasks and achieve objectives has to liaise with, lead, share or benefit from information and the expertise of other team members.

4. Strengths and areas of good practice

While the Assessment focused on The Standard only (the 39 core evidence requirements) it is clear that there are areas where the performance of the organisation is beyond The Standard, with evidence which may contribute to additional evidence requirements within the Investors in People framework. Where the good practice detailed below relates to evidence requirements beyond The Standard it is shown in italics. These evidence requirements have not been assessed and have not therefore been met. However, they have been included to demonstrate how the full Investors in People framework could focus further development in these areas.

The large amount of positive evidence found by the Assessor, and presented throughout this report, clearly demonstrates that the ethos of Investors in People is an integral part of the culture at RAP Office Contracts

Business Strategy

- ✓ Top managers have a clear purpose and vision for the future and are committed to continuous improvement
The organisation has a business plan (BP) and a clear vision statement along with strategic objectives and associated key performance indicators (KPIs) and a value statement and competency frameworks against which the development and performance of all people is assessed (1.1, 1.2, 1.7).
- ✓ All people have a level of involvement in the development of the business plan. (1.3, 1.4, 1.5).

- ✓ Interviewees were able to explain the vision, purpose and value statements of the organisation along with team and personal targets and confirmed their understanding of how they are expected to achieve them (1.6, 1.19).
- ✓ The appraisal process supports people to agree objectives that not only meet the needs of teams, departments and the organisation, but also support individual career development. As a result all interviewees understand how they contribute to the achievement of objectives (1.6).
- ✓ Planning within the organisation is strong, clearly identifying priorities at all levels (2.2).
- ✓ Managers and people were able to explain how they are involved in identifying team and individual learning needs, how these were/will be addressed, how they link to achieving specific objectives and how the impact of development is evaluated. Suggestions as to the need for learning and development is freely given and welcomed in all directions within the organisation (2.2, 2.3, 2.9, 2, 13).
- ✓ *People clearly believed that they have a responsibility for their own learning and development (2.16).*
- ✓ *The manner in which all people are involved in contributing to initial thinking for the Business Plan (BP) and have a level of involvement in strategic planning, decisions relating to awards for achievement and offering feedback on key priorities for the organisation, along with associated strategies for achieving them (1.8, 1.20).*
- ✓ *The organisation's strategic framework, including its vision, values and competencies statements is at the heart of the organisations approach to planning and people recognise and believe these are at the heart of the organisation (1.7, 1.11, 1.13, 1.17, 1.19, 1.23).*
- ✓ *All interviewees confirmed their belief that that the organisation had a social responsibility and were able to describe the manner in which the organisation demonstrates its belief that social responsibility is part of the culture of the organisation. They described active links in place with local youth, education, organisations providing work experience placements and a local hospice. They also explained activities arranged by the organisation aimed at raising funds for the hospice (1.12 & 1.18, 1.25).*

The manner in which the organisation involves people in business planning and decision making offers a clear indication of why people identify and associate themselves so closely with the value and competency statements of the organisation. In turn this most certainly supports the development and achievement of the business objectives indicated above relating to clear internal and external lines of communication and ensuring good customer relations and service at all times

Learning & Development

- ✓ The organisation is clearly committed to the ongoing development of people, with people at all levels having access to a variety of opportunities that are clearly focused on helping them contribute to the achievement of organisation, department, group, team and personal objectives. Training needs are identified formally during the appraisal process, daily 1:1 conversations and informally through the collaborative working environment (2.1, 2.2 & 2.3).
- ✓ People clearly understand why they are undertaking development activities and what benefit it should provide for them and the organisation (2.4).
- ✓ The excellent and comprehensive induction programme offered to all new joiners and the timely support given to all people prior to taking up a new role within the organisation (8.3)
- ✓ The appraisal process ensures that all people are able to identify (3.2 & 3.3), undertake (8.1) and review (9.2 & 9.4) appropriate training and development activities.
- ✓ A strong team, collaborative working and an open and honest environment enables people to support each other, passing on skills and helping colleagues to improve individual performance. People feedback training to colleagues and experienced people support new starters (3.1 & 3.5).
- ✓ People confirmed that needs are met through in-house corporate training, 1:1 coaching and mentoring along with external training opportunities when appropriate (8.1 & 8.2).
- ✓ *The assessor was provided with a number of examples that demonstrated how learning and development is supporting the organisation to build its capability to achieve its vision. Examples included the development of CAD skills within the team and the raising of awareness of the organisations carbon footprint and LEAN thinking and practices (2.5, 2.8 & 2.12).*
- ✓ *The effort made to ensure learning and development is always inspirational and flexible in order to maintain motivation and address different learning styles (2.6).*
- ✓ *There appears to be a culture of continuous learning and growing people within the organisation, enabling them to use their skills to their full potential. Supporting them to also broaden skills is clearly a priority for top managers and managers (2.7, 2.17, 3.18, 3.26, 4.12, 4.13 & 8.9).*
- ✓ *Excellent use is made of both internal and external development opportunities e.g. 'Smile as you Dial course'. (8.4, 8.9)*

- ✓ *All interviewees confirmed that the organisation is flexible in the way it provides learning opportunities and endeavours to match methods to appropriate learning styles (8.5, 8.14,).*
- ✓ *People are motivated to learn and confirmed that they are they are encouraged, supported and sponsored to achieve externally accredited qualifications e.g. Pitman's NVQ courses (8.15, 8.16, 8.19).*
- ✓ *The manner in which mentoring is used on a limited scale (8.7, 8.20)*

Clearly the provision of continuous learning and development for its people plays a major part in the organisation achieving its vision and all business objectives along with developing as a centre of excellence and thereby further enhancing its excellent reputation and success.

If the practices referred to above were not in place the organisation would fail to achieve the first and third objectives which would then impact on its ability to share (new) information and thinking within the team and use any outcomes to improve the manner in which it connects and develops relationships with customers.

Leadership & Management

- ✓ *All people spoke very highly of all managers, who they described as inspirational, approachable, good role models and extremely supportive (5.3).*
- ✓ *There is a clear commitment to involving people in discussing performance improvement, which is demonstrated by the various timetabled and ad hoc meetings that take place throughout the organisation along with the appraisal process. As an outcome, managers were able to demonstrate and people to confirm, that regular constructive and timely feedback on performance is given in all directions at an organisation, team and individual level (5.2 & 5.4).*
- ✓ *The recruitment and selection strategy linked to the business strategy also ensures that an appropriately qualified, talented and diverse workforce is able to support the organisation in achieving its vision (3.11).*
- ✓ *Managers and all people are reviewed against a set of agreed values and competencies - the further development and more open use of competencies for development is at an embryonic stage (4.1, 4.2, 4.3, 4.5, 4.10 & 8.12).*
- ✓ *All interviewees were very clear on the values managers should be demonstrating as part of their role. (4.3).*
- ✓ *The manner in which the organisation creates and environment where everyone is encouraged and supported to 'lead' when appropriate (4.8).*

- ✓ *The appraisal process not only supports people to plan and develop their careers by broadening their knowledge and skills, but also offers them the opportunity to set personal objectives including working towards externally accredited qualifications. Similarly the process also supports managers to suggest learning and development opportunities that might further develop their capabilities and competencies (4.6, 4.11, 5.11, 5.18 & 8.12).*
- ✓ *People confirmed they receive coaching, advice and guidance to help them plan and develop their potential (5.19).*
- ✓ *All interviewees referred to the top manager as being dynamic and an inspirational leader (5.23).*

It is clear that good leadership and management is at the core of all development and achievement. The involvement of people in decision making - by a top manager who quite clearly attempts to 'lead from the middle' - continues to develop a very collaborative and supportive working environment. Similarly it extends and offers further opportunity to people to plan and develop their career within the organisation.

People Management

- ✓ *All managers referred to the 'open door' policy and practice that enabled everyone to contribute ideas to the development of the organisation. They were able to give examples which supported the "equal opportunities for all" policy in place with regard to learning and development. (3.1)*
- ✓ *The strategies in place to promote equality of opportunity for continuous development, value people's differences and ensure all information is shared (3.2, 3.3, 3.4, 3.5, 3.7, 3.20, 3.25, 3.26).*
- ✓ *All interviewees confirmed their belief that every person received equal opportunity for learning and development and everyone was tasked to contribute their thinking towards how their needs might be addressed (3.4, 3.5)*
- ✓ *The strategies in place which support clear, comprehensive and continuous constructive communication (3.1, 3.5, 3.9, 3.25).*
- ✓ *Strategies in place to make sure recruitment meets the need of the organisation and the way diversity is valued within the organisation (3.6, 3.28)*
- ✓ *The manner in which timely and constructive support and feedback is openly and consistently given and received in all directions within the organisation (3.9, 3.25, 5.2, 5.4).*
- ✓ *The use of regular time tabled team meetings along with 1:1 planned and ad hoc meetings when people are empowered and tasked to contribute ideas as well as giving and receiving constructive feedback. (3.9, 3.17, 3.25)*

- ✓ *The recognition on the part of the organisation, of the need for a Work Life Balance for all people and the manner in which it is demonstrated so effectively (3.8, 3.13, 3.24, 3.29).*

The openness and close, collaborative and supportive working practices that exist between all people; allied to the fact that people see the top manager as an inspirational role model constantly ensures that people are led effectively and that they feel they are.

In turn this has led to the development of a motivated and happy work force, continually endeavouring to achieve and further extend personal, team and organisation objectives and successes and willing to go *“that extra mile”* or contribute *“above and beyond”* for the organisation.

This approach can only serve to support achievement of all objectives above as well as supporting the acquisition of repeat contracts from existing customers and referrals from existing customers to new potential customers.

Management Effectiveness

- ✓ The manner in which managers lead and develop people and communicate so effectively and maintain an ever developing strategy for giving feedback and celebrating effort and success. (5.1, 5.2)
- ✓ Confirmation on the part of people of how well they are supported by top management and how timely feedback is given on an ad hoc basis all the time, at the regular meetings and during the appraisal process (5.1, 5.3, 5.4).
- ✓ *The manner in which people are encouraged and supported to work together, share knowledge and support one another's development of a broader skills base. (5.10, 5.11, 5.18).*
- ✓ *The manner in which people confirmed how they work closely together and share knowledge within and across teams (5.17)*
- ✓ *People confirmed that they are able to give constructive feedback to managers, which is always well received (5.20).*
- ✓ *Managers confirmed how they act on all feedback given on their performance (5.13)*
- ✓ *The respect shown for the way in which the organisation provides appropriate training opportunities and its efforts to maintain an ever developing leadership structure that recognises strengths and potential within individuals (5.10, 5.21, 5.23).*
- ✓ *The opportunities for coaching, shadowing and mentoring that exist within the organisation (5.7, 5.8, 5.19, 5.25).*

- ✓ *The recording of training and development for all people; thus ensuring people are developed professionally to as high a level as possible to assist them with career progression (5.18, 5.23).*
- ✓ *People confirmed their belief that the organisation has a culture of total openness and trust (5.24).*

Without doubt the very productive collaborative working environment, the declared willingness on the part of all interviewees to receive and offer advice and act on it and the dedication to constantly develop leadership skills in all people explain the very frequently reported willingness by people to do "above and beyond" or go "that extra mile" for the organisation.

Conjoined, all these qualities can only serve to support the achievement of all strategic objectives and support the organisation in become a centre of excellence for this industry.

Recognition & Reward

- ✓ All interviewees felt valued for the contribution they make and were able to describe how contribution is recognised (6.3).
- ✓ *The opportunity for all staff to contribute to decisions re recipients of awards (6.14)*
- ✓ *The organisation has a forward thinking benefits strategy that goes beyond legal requirements (6.7)*
- ✓ *All interviewees confirmed that they feel the organisation's reward and recognition strategy was fair and that they are motivated by it (6.16, 6.17).*
- ✓ *The various diverse and interesting ways in which effort and success is celebrated. (6.11, 6.16, 6.17).*
- ✓ *The recognition on the part of all interviewees of the sustained effort of all colleagues to do their best for clients and the organisation and constantly strive to develop the organisation's achievements and reputation (6.19).*

The fact that the organisation recognises and rewards effort and success appears in no small part to constantly develop peoples' respect for the organisation and its leaders. It quite clearly motivates and challenges them to further develop personally and professionally in order to "do the best job possible" for the organisation and clients. Without doubt this must play a major part in the achievement and constant development of the objectives noted above of - 'working more efficiently and leaner' and 'providing an efficient service for customers.

There is no doubt that the thought and consideration that goes in to celebrating effort and success is really appreciated by all people and recognised as totally fair.

All interviewees confirmed their belief that "staff at the organisation are considered to be and treated as special".

Involvement & Empowerment

- ✓ There is a clear commitment to involving people in discussing how to move the organisation forward (1.4, 3.1 & 7.1).
- ✓ Excellent systems of communication are in place ensuring support is always readily available if required (7.1, 7.2 & 7.3).
- ✓ *Efforts on the part of everyone with responsibility to encourage and involve people in decision making as individuals and ensure communication is always effective and shared (7.4,7.5)*
- ✓ *The way in which top managers have created a culture where people aim for continuous improvement (7.8)*
- ✓ *Interviewees provided many examples of how they take ownership for decisions that affect performance of both teams and the organisation e.g. development of stand for the 2020 Business Exhibition (7.12)*
- ✓ *Responses from interviewees confirmed without doubt that the support offered by the organisation has and continues to develop confidence to 'have a go' at leading or accepting responsibility for decision making. (7.12)*
- ✓ *Examples were given of how managers trust people to make good decisions and confirmation of how they support individuals in decision making (7.14, 7,15).*
- ✓ *Meetings and collaborative working enabling people to share knowledge within and across teams, groups, departments (5.10, 5.17, 7.5, 7.10, 7.14, 8.8 & 8.13).*
- ✓ *All interviewees were clearly committed to the success of the organisation (7.16).*
- ✓ *People discussed the pride and satisfaction they get from the knowledge that the work they do is directly impacting on the 'pleasure and satisfaction of clients' (7.19).*
- ✓ *The development of a 'my/our organisation' or 'team RAP' culture which in turn maintains a desire to achieve and exceed what become personal/organisational objectives (7.19).*

The people strategy of involving and empowering people has served to develop a mature, professional, trustworthy and conscientious team with ever broadening skills and knowledge.

A team that can be “*trusted to deliver the goods*” and then “*set our sights higher*” and within which individuals have the confidence to “*have a go at leading or accepting responsibility for decision making*”.

The team mentality can only serve to “*carry the organisation onwards and upwards*” continually achieving appropriate objectives.

Performance Measurement & Continuous Improvement

- ✓ That outcomes from learning and development and training activities are evaluated and the manner in which this information is used to develop future strategies for improving performance (9.1, 9.2, 9.3, 9.5).
- ✓ Managers were able to describe how they involve people in identifying improvements in the way they are led. In turn all interviewees were also able to give examples of how the people strategy within the organisation has had a positive impact on the manner in which people are led and managed over the last few years (10.1, 10.2, 10.3, 10.11)
- ✓ *The manner in which the organisation uses internal and external benchmarking e.g. Investors in people assessment, analysis of performance against appropriate regulations and legislation as well as Pitman courses to monitor and improve best practice and develop people (10.4, 10.6).*
- ✓ *The belief, on the part of all interviewees; of the need for continuous improvement to ensure the organisation and individuals constantly develop (10.4, 10.6, 10.8, 10.9).*
- ✓ *The belief on the part of all interviewees that the organisation is a “great place to work” and that people will always give “appropriate effort to ensure the best possible service is always offered to customers” so as to maintain “constant development and improvement’ within the organisation” (10.14, 10.15).*
- ✓ *Interviewees clearly achieve job satisfaction from working with their customers which has and continues to develop a motivated, enthusiastic and dedicated team that is in the main “passionate about what they do” (10.15).*

By assessing its progress against all available and evidenced ‘good practice’, the organisation is clearly attempting to ensure that the best possible decisions are made regarding strategies, needs, associated learning and development and the running of the organisation.

Similarly it is quite clear that the ever developing ‘corporate feeling and belief’, on the part of all people within the organisation; along with the confidence shown in the leadership of the top manager, are the main reasons why the organisation continues to move forward in new and different directions with the ability to set itself and achieve new and broader objectives.

As discussed at the feedback meeting and in the preceding section there are clearly areas where the performance of the organisation is beyond the core foundation of good management practice; with evidence which may contribute to it achieving additional recognition as a result of additional achievement.

Working beyond 'The Standard'

'Your Choice'

As discussed at the feedback meeting and in view of the good practice referred to above there are clearly areas where the performance of the organisation is beyond the core Standard, with evidence which may contribute to it achieving additional recognition as a result of additional achievement. The organisation may therefore wish to consider a bespoke approach to its next review using the 'Your Choice' approach.

'Health and Wellbeing Award'

Since The Standard was last reviewed in 2004 there has been increasing interest from employers and Government around the impact that successfully addressing the health and wellbeing of the working age population can have on organisational performance.

Investors in people have been exploring how improvements in workplace wellbeing can lead to increased 'productivity' since 2005. New focus on health and wellbeing was piloted extensively with 440 organisations across the UK and the evaluation of these pilots indicated a strong desire for clients to improve in this area.

The new Health and Wellbeing Award focuses on issues such as effective planning and evaluation, supportive management and core competencies, employee engagement, culture and work life balance.

In addition to public recognition, the business benefits (including increased 'productivity', retention and higher morale) are likely to be valued in the current difficult economic situation but equally relevant in a stronger climate.

The Award has been developed using feedback from both the evaluation of four phases of piloting, additional health and wellbeing research with employers (including non Investors in People organisations) and expertise from a group of specialist assessors and advisers.

Refer to the following for further explanation or contact me for a further visit to explain advantages.

www.investorsinpeople.org/About/PolicyDevelopment/Pages/HealthWellbeing.aspx

5. Opportunities to improve

Taking into consideration the quality of leadership, its excellent business and people strategies and the outcome of this Investors in People review; there is little doubt that this organisation has the ever developing reputation, drive and potential to develop a great deal further, grow in size and increasingly have to rely more on line / middle managers.

The following observations are made with this in mind in the hope that the organisation might feel it is worth considering new practices, whilst developing existing staff and present good practice; in preparation for likely growth and management of succession if/when staff choose to leave following appropriate personal and professional development provided at this organisation.

Leadership and Management

- ✓ Consider promoting more – as a development tool for non managers – those publicised competencies expected of people who presently in some way lead others. Encourage and support all non managers to develop and demonstrate these competencies in their work with colleagues and customers.
When growth commences present staff will be more prepared to apply for and undertake new and more demanding leadership posts rather than having to import new staff and new systems, structures and strategies may well have been agreed or are in place supporting the organisation to manage growth and develop more new staff accordingly.

(Indicators 4&5)

Learning and Development

- ✓ Consider whether would be any advantage in developing a strategy now, in order that it is in place when growth starts, whereby every appropriate person formally shadows an appropriate more senior person's role, be it a more technical or leadership role.
This would have two advantages - existing staff would be developed appropriately in order to take on leadership/ more technical roles as expansion occurred, thus retaining the promote from within philosophy whilst - management of succession would be in place if / when existing or new staff chose to leave at anytime.

(Indicator 8)

Performance Measurement & Continuous Improvement

- ✓ Training and development activities are clearly focused on helping people to contribute to the achievement of organisation, department, team and individual goals (see Strengths and areas of good practice). However, although the evaluation of training and development is apparently taking place the Assessor feels that the organisation and top management might benefit from considering a more formal and robust ways of evaluating the impact that their investment is having on the performance of people and the organisation, so that evaluation can more realistically inform future strategy – indicator 9.. Consider whether, after an appropriate period of time following a development activity there would be benefit in adopting a brief (5 minutes?) but more formal and confidential approach to the way managers confirm, record and jointly ‘sign off’ recognised outcomes or lack of them with those who have attended the particular activity – also important should there ever be a future query on performance.
Indeed this may well be achieved by simply adding an additional box to the training and development feedback record or appraisal sheet; the appropriate manager holding this in his diary for the agreed period of time and then having a five minute meeting with an individual to both sign off recognised outcomes.
The benefit to top management would be accurate evidence of outcomes from particular training and development activities and associated providers being passed to them affording them the opportunity for an accurate evaluation of investment in learning and development when considering future investment and strategies.
Similarly a more robust and formal recording of training and outcomes will be invaluable as the organisation grows and more responsibility for checking and evaluating has to be delegated to line managers; and more especially in the event of a dispute ever occurring with regard to an individual’s performance.
(Indicators 9 & 10)

Further Support

You may find the following online resources useful:

Investors in people Diagnostic Working Tools (explained at the Planning Meeting)

- ▶ Self Check - This tool gives you a snapshot of how you currently stand against the Investors in People framework. Please visit:
- ▶ www.investorsinpeople.co.uk/MediaResearch/Tools/Pages/Register.aspx

- ▶ Business Issue Scoping Tool - With this tool you can identify the business issues relevant to your organisation and find out which areas of the Investors in People framework can help. Please visit:
 - ▶ <http://www.investorsinpeople.co.uk/MediaResearch/Tools/Pages/BusinessIssueScopingTool.aspx>

- ▶ Online Business Support Tool – This tool is designed to help identify strengths and development areas against the Investors in People Standard, and has links to free information and resources including a library with many guides, examples and templates that you can download and customise. This includes advice on areas such as Strategic Planning, Effective Management, Developing People, Culture and Communication and Managing Performance, which link directly to the Investors in People Standard. Please visit:
 - ▶ <http://www.investorsinpeople.co.uk/interactive/Pages/default.aspx>

- ▶ Online Interactive Business Tool - Created in collaboration with Investors in People and Good Practice. - The resource contains a wide range of inspiring, practical tools which reflect the Investors in People framework and the diverse needs of our clients. Simply select a topic from the list on the left to reveal its key themes. Each theme contains resources in two categories: **Theory** resources to help develop knowledge and understanding **Practice** resources to help apply and embed learning:
 - ▶ www.goodpractice.com

It could be helpful to visit the Inspiring Business Performance website on a regular basis to maintain a view of the developments around the Investors in People Standard and for details of workshops and events across the region. Visit www.ibp.uk.com for more information.

Consider interactive training packages to continue to develop the IT skills and knowledge of your people. Try www.learnirect.co.uk for ideas: a good number of these courses are either free of charge or reasonably priced.

Check if any of the Health & Safety information available on the HSE website could be useful in maintaining both your compliance and people awareness. Your Health & Safety Representative might consider if there are any issues that should be addressed. Visit www.hse.gov.uk for more information.

The Learning and Skills Council's Train to Gain service provides impartial, independent advice on training to businesses across England. It can help organisations improve their productivity and competitiveness by ensuring that employees have the right skills to do the best job. Train to Gain gives you access to a skills broker who will carry out a needs analysis of training within your organisation and help you assess what skills your organisation has now and what you will need in the future. For further information please visit www.ibp.uk.com or contact Jane Morgan at janemorgan@ibp.uk.com

If you would like further advice tailored to your own particular circumstances and needs, to assist you in line with the findings of this report, the Inspiring Business Performance Advisory Service will be more than happy to assist. For further information please visit www.ibp.uk.com or contact Jane Morgan at janemorgan@ibp.uk.com

Conclusion

Following this visit, I am pleased to confirm that RAP Office Contracts continues to meet the requirements of The Standard part of the Investors in People framework.

The maximum period between Post-Recognition Reviews is three years. However, it is Inspiring Business Performance's policy to maintain contact with you between reviews. This is done via regular e-bulletins, and contact from Inspiring Business Performance and from me. The first contact from me would normally be in about six months' time, principally to find out how you are progressing with my suggested opportunities to improve, and to see if you need any further support.

Planned date for my next contact: March 2011

A handwritten signature in black ink that reads "David L Smith". The signature is written in a cursive style with a large initial 'D' and 'S'.

Signed:

Investors in People Assessor

Date: 13 September 2010

Acknowledgement

The assessor would like to thank all those who took part in the interviews and therefore aided the process and would like to specifically thank Amanda Carter for her assistance in terms of co-ordinating information prior to the visit and ensuring the interview schedule ran smoothly.

APPENDIX 2:

Assessment Summary Chart

- Evidence requirement in scope: met
- Evidence requirement in scope: not met
- Evidence requirement not in scope

<u>EVIDENCE REQUIREMENTS</u>	Met	Not met	Not in scope	TOTAL
The Standard	39	0	0	39
Your Choice	0	0	157	157
TOTAL	39	0	157	196

		INDICATORS									
		01	02	03	04	05	06	07	08	09	10
THE STANDARD	1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	4	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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APPENDIX 3: Investors in People Continuous Improvement Plan**A. Key Information**

Organisation	RAP Office Contracts	Date of last assessment/review	10 September 2010
Date of plan	13 September 2010	Review date for this plan	March 2013
Proposed next review date	September 2013		

Key Contacts

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C. Recommended Future Activity

Development Area	Objective of Development, i.e. expected outcome	Organisation Activity	Person responsible	Timescale/Due Date for completion	Suggested Support from Centre/Specialist/others
Consider developing further the use made of the competencies expected of managers list.	Improved preparation and opportunity for internal promotion for less senior staff				<p>As discussed at the planning and feedback meetings the assessor will be available:-</p> <p>i. to discuss progress in addressing development points</p> <p>ii. work through Investor in People interactive development tools with the organisation</p> <p>iii commence preparation for the next review</p> <p>whenever the organisation wishes</p>
Consider whether increased shadowing of 'more senior' colleagues would better prepare the organisation for growth .	People more prepared for leadership roles , less need to import 'experienced staff', greater staff motivation and less staff movement				
Consider developing a more robust system for recording the outcomes of learning and development activities	Developing a more accurate record and a further means of formally congratulating individuals				
Consider whether there would be any advantage in adopting a Your Choice approach to the next review	Additional recognition of good practice, development of status within the industry, improved opportunity for achievement of projects.				
Consider whether there would be benefit in undertaking a Health and Wellbeing	Being a 'leader' in your field of expertise by achieving a new standard				