

Committee: FINANCE AND RESOURCES

Date: 3 December 2007

Report INVESTORS IN PEOPLE

### Purpose of report

1. To provide feedback to Members on the outcome of the Authority's recent re-assessment against the national Investors in People standard.

### Strategic Planning Framework

2. The information contained in this report is consistent with the Authority's statutory purposes and its approved strategic planning framework:

- **Best Value Performance Plan**

"Plan and manage all aspects of the Authority's business so as to make the most effective use of our resources"

### Background

3. The Authority gained the Investors in People (IiP) Standard in January 2001 and underwent successful re-assessment in July 2002 and February 2005. The new standard was introduced prior to the 2005 review a "cross over" period allowed the Authority to decide to be assessed against the old standard at that time. This latest reassessment took place on 1<sup>st</sup> 5 November 2007 was against the New Standard for the first time.

### Key Differences between the New and Old Standard

4. The main changes to the new Standard are:

- "Enhanced the cultural aspect of the Standard by adding an additional indicator regarding involvement and empowerment". This relates to indicator number 7 (as detailed in the assessor's report).
- "Strengthened the management aspect of the Standard by adding an additional indicator regarding capabilities". This relates to indicator number 4 (as detailed in the assessor's report).
- "Clarified and tightened the planning and evaluation indicators". Planning relates to indicators 1, 2, 3 and 4; evaluation relates to the 'review' indicators 9 and 10.

## **Assessment Feedback**

5. The assessor has **confirmed** that the Authority meets the revised liP Standard, and provided a detailed feedback report (see appendix) containing his identified areas of strengths together with potential development areas.

## **Conclusions and next steps**

6. The assessment came at a time when the Authority had recently introduced its Core Values and Management Behaviours to line managers. The revised appraisal process which now includes the Core Values and Behaviours was also rolled out for the first time this year for which the review process and its resulting changes had not yet been fed back to managers. Their views on some longer term improvement areas had also not yet been requested.

7. The Line Management Training Programme is currently undergoing a review process with feedback being requested at the 'Line Management Session' on 20 November 2007. The development of Line Managers is therefore an area of ongoing work.

8. Communication issues were also raised as part of the Climate Survey process and the resulting actions are currently being implemented.

9. The assessor's report arrived prior to the papers for this meeting being sent to members and consequently it has not yet been considered by the Authority's Senior Management Team. The Senior Management Team and the Personnel & Training Officer will examine the content of the assessor's report in detail and will develop an appropriate action plan in conjunction with the member champion for Corporate and Democratic Core. The aim is to seek continuous improvement in organisational performance and to ensure successful reassessment in future years.

## **RECOMMENDATION**

10. Members are asked to note the assessment feedback.

**Sally Jowett**  
**Personnel & Training Officer**

19 November 2007

Background documents: None

## YORKSHIRE DALES NATIONAL PARK AUTHORITY

### 1. INTRODUCTION

This is a report covering the review for Investors in People for Yorkshire Dales National Park Authority carried out in November 2007. The report outlines the findings and conclusions against the principles of the Investors in People Standard and makes recommendations for further development.

The assessment was carried out by interviewing a sample of staff at three of the Authority's ten sites and reviewing relevant documents and computerised information on site. Details of the assessment methodology are given below.

### 2. EXECUTIVE SUMMARY

The Authority was originally recognised as an Investor in People in 2001 and was last reviewed in February 2005. This is the first review against the 2005 Standard.

An initial meeting was held with the Personnel and Training Officer and the Head of Finance on 13<sup>th</sup> August 2007 when discussion took place around the process of the review, the objectives, the logistics and report format. It was decided to prepare the report against the principles of the Standard.

The site visits took place on 1<sup>st</sup>, 2<sup>nd</sup> and 5<sup>th</sup> November 2007 followed by immediate feedback. The majority of the senior management team were present.

**Evidence gained during the review process indicated that the requirements of the Standard were being met. Despite the incidence of change, it was evident that the 'spirit' of Investors in People continued to be embedded within the Authority and appropriate policies and procedures had been maintained and extended. There was much evidence of good practice and feedback from staff about the organisation was universally favourable. The Assessor concluded that all the indicators were currently being met and has no hesitation in recording that the Authority should continue to be recognised as an Investor in People.**

**There were some development areas, largely about reinforcing and embedding existing procedures which were discussed during the feedback. The need to ensure communications and management processes worked effectively and uniformly across the organisation was agreed. Unevenness in the application and monitoring of some procedures was being addressed but further effort is needed.**

**These issues are outlined in this report.**

### 3. REVIEW PLAN

The review was planned in conjunction with the Personnel and Training Officer. At the initial meeting, she provided detailed information about the organisation, the current structure and staff complement and described its recent history. The Authority is a complex organisation, with a number of satellite outlets in addition to its two main offices and a variety of functions, some of which are resourced in part by volunteers.

Interviewees were drawn from all of the different facets of the business and levels. All types of people were taken into consideration including new and established employees, part time and job share staff and volunteers, as well as representatives of a number of the satellite

sites. Interviews were conducted both on a one-to-one basis and, in some cases, pairs. The on-site interviews took place over two and half days on three sites, during which it was possible to interview thirty-six staff, representing 24% of the workforce and look at relevant paperwork and computerised information. A comprehensive portfolio of evidence was provided which was very helpful in dealing with such a complex organisation.

The overall objectives were to assess whether the organisation met the 2005 Standard and give recommendations for future development. The Authority also requested feedback on understanding of its core values and the effectiveness of the communications processes. The effectiveness of personnel procedures, exercise of the management role, evaluation, morale and communications were other areas of interest.

#### **4. BACKGROUND**

Yorkshire Dales National Park Authority was originally formed in 1997 with the dual role of conserving the area and encouraging understanding and use. Under these headlines it operates a multiplicity of subordinate functions. In effect, it acts as the Local Authority for the area, being responsible for planning, as well as access and recreation, a range of conservation activities, tourism, information services, outreach and park management. The Authority replaced previous bodies and took over some of their responsibilities. Some of the staff were transferred from the previous organisations, while others came in to fulfil new roles. Consequently, it has been faced with assimilating a variety of cultures, attitudes and management styles, whilst establishing a new organisation and delivering services to the community. It has also had to develop partnerships with other local agencies and make bids for additional funding for initiatives.

The Authority is therefore quite a complex organisation with departments providing service under the variety of headings described. In addition to the two main offices at Bainbridge and Grassington, there are a number of satellite sites, mostly in the form of information centres, although they also include a museum and retail shops. Many of the staff are specialists in their field and the Authority commands a degree of expertise seldom found in a single body. A number, such as the park rangers, are peripatetic, working from home, using hot desks and satellite offices and several work on particular projects, while many are subject to seasonal factors and work less hours in the winter. There is a large body of unpaid volunteers who work in conjunction with the park rangers. The specialist staff are supported by management, legal, accounts, HR, administrative and IT staff.

The issues related to running such a disparate, diffuse and widespread enterprise, bringing together a mixture of staff from different skills and backgrounds are many and varied. For some it has required changes in attitudes and working practices. Experts are not always effective managers and, in some cases, have not previously had appropriate training for the role. Communications are potentially a problem where there are a number of sites, a lot of part time working and peripatetic workers.

Against this backdrop, the Authority has accomplished considerable progress. A clear vision has been established and detailed plans formulated in the form of its Best Value Performance Plan. A number of initiatives have been undertaken to develop the culture, improve efficiency and projects have been established to bring in funding and attract additional income. The core ethos of the organisation is well established, procedures and processes have been reviewed and upgraded to a very high standard. Initiatives have taken place to establish core values, improve teamwork, communications and management skills. On the back of a minimum commitment of four days individual training, a wealth of training has been provided to equip people to fulfil new requirements and provide the necessary expertise to deliver high quality service. Performance is good, the Authority meets most of its targets and is rated highly by most customers and against its counterparts. It uses self

assessment and surveys as well as its Investors in People programme to help improve performance. It has been subject to assessment by the National Parks Authority (NPAPA), achieving good ratings.

Management is conducted by the senior management team who are responsible for the major departments and report to the Chief Executive who in turn is responsible to a board of members, nominated by Government. The management recognise that there is still some way to go to become a fully effective team where managers are equipped to apply policies and procedures consistently across the organisation, thereby improving teamwork and efficiency, activities are integrated to the best effect and full advantage is taken of all its expertise and skills through exchanging good practice and networking. At this stage in its existence, systems and processes are not always applied equally well across the organisation and there is some variability in the effectiveness of managers.

Since the last review the main developments have been new appointments including that of a new Personnel and Training Officer, strengthening the planning, evaluation and administration of training and development, the completion of a Climate Survey giving employee feedback, redefinition of the core values and the establishment of related management behaviours, the introduction of flexible working hours and a new management training programme. A significant factor has been the limitation of the budget for the next three years to zero level by the Government, which clearly puts pressure on spending plans and, ultimately, jobs. This is a major concern but one which has been well ventilated and, in most people's views, well managed to date.

## **5. STRENGTHS**

- The organisation has a clear purpose and vision supported by an established planning process involving most people. There are detailed objectives based on the BVPP and these are translated into individual objectives in appraisals so that everyone knows what they need to do to help the Authority to progress.**
- Commitment to training and development is stated in the plan and policies and is believed and understood by all staff. Qualifications are supported, internal promotions take place and numerous opportunities for development are offered. Allocation of training days well exceeded.**
- Substantial budget for training delegated to departmental heads. Training plans identify the training activity needed to meet team and individual objectives. Wide range of provision including good use of internal resources. Very thorough administration of the function.**
- Encouragement for staff to take responsibility and take decisions on both a team and individual basis. Innovation and ideas sought through a variety of working groups.**
- Most managers open, accessible with interest in welfare of staff and willingness to encourage new ideas. Innovative management training bearing some fruit. Process for feedback by staff on managers.**
- Evaluation processes include individual evaluation, feedback, certification and qualification, appraisal review meetings, surveys, self assessment and reports.**
- Comprehensive range of policies and procedures which generally work in an effective, systematic fashion. Most procedures have in-built evaluation. Well documented and administered.**

- Steps have been taken to improve communications involving all staff, especially to reflect peripatetic activity and homeworking, including notices, one to ones, briefing meetings and minutes. There is an extensive intranet system and e-mail and performance is publicised.**
- Emphasis on continuous improvement is demonstrated by upgraded procedures, changes to the infrastructure and systems, regular self review and a variety of initiatives. There are several ongoing internal review projects and regular surveys plus external audits. Regular self evaluation contributes to the resolution of issues.**
- The atmosphere is generally regarded as friendly, open and supportive. Most people enjoy their jobs and feel they are doing something worthwhile for the community. YDNPA is seen as a good place to work.**
- Morale is variable dependant on the department but good for the majority, despite concerns over the funding and budget constraints. Most staff feel the Authority is making good progress and will continue to do so, if allowed to.**
- The development of the volunteer network and supporting infrastructure represents an invaluable resource and a considerable achievement.**

## **6. POTENTIAL DEVELOPMENT AREAS**

*Potential areas for development, which might be considered by the Organisation.*

- Continue to encourage participation by staff in planning at team and organisational level. Still work to be done to reinforce understanding and ownership of core values.**
- Training provision could, dependant on policy, be more closely focussed on BVPP objectives. Some staff felt there was too much training, some of which was not productive.**
- Review appraisal procedure, as planned, taking on board views of staff. Practical difficulties with 360% were mentioned. Some thought OTT.**
- Monitor application of appraisals and ensure action points raised are addressed. Level of interest/time given variable.**
- Take steps to ensure greater consistency of managers in people management role. Give more weight to consideration of management behaviours in appraisals and staff understanding of them.**
- Some staff were disappointed with the ILM management training – too basic, insufficiently tailored.**
- Some people felt “appreciation” was not a strong aspect of the portfolio, i.e. more thanks, praise sought, where justified. “Good news” reporting at External Affairs meetings well received.**
- Increase emphasis on setting measures for evaluation when planning major training initiatives.**
- Strengthen top level evaluation by increasing measurement of impact of activity on objectives and emphasis in regular reports to the senior management team.**

**Make greater effort to assess cost/benefit of major initiatives, using the costed training plans.**

**Still some criticisms about communications. May be worthwhile using staff survey to identify gaps/needs, to establish a revised strategy and for benchmarking purposes.**

**Continue bringing together disparate elements through systematic application of processes, communication, visits, social activity and multi-disciplinary working groups.**

## **7. SPECIFIC POINTS RAISED BY INTERVIEWEES**

○ **Scope to cut costs – cost saving working group ? Some jobs could be rationalised.**

○ **Scope to maximise retail business.**

○ **Bar levels (salary grading) unfair/process not handled well in past.**

○ **IT strategy needed - (in hand )**

○ **Disappointment was expressed that a greater lead had not been taken on environmental issues. More home working would save fuel.**

○ **Flexible working hours welcomed but some people given too much leeway.**

○ **Bi-monthly job chats suggested (already happen in some areas).**

○ **A lot of consultation goes on but feedback not so evident.**

○ **Greater visibility by SMT requested.**

○ **Concern was expressed over the zero budget and threats to jobs this created. However, this was not seen as critical at this stage as everyone understood the position and felt it was being managed.**



## 8. FINDINGS AGAINST THE NATIONAL STANDARD

<b>Developing strategies to improve the performance of the organisation.</b>			
<b>An Investor in People develops effective strategies to improve the performance of the organisation through its people.</b>			
<b>Evidence Requirements</b>	<b>Summary of Findings</b>	<b>Notable Practice/Quotations</b>	<b>Areas for Development</b>
<p><b>1. A strategy for improving the performance of the organisation is clearly defined and understood.</b></p> <p><b>1.1.</b> Top managers make sure the organization has a clear purpose and vision supported by a strategy for improving its performance.</p> <p><b>1.2.</b> Top managers make sure the organisation has a business plan with measurable performance objectives.</p> <p><b>1.3.</b> Top managers make sure there are constructive relationships with representative groups (where they exist) and the groups are consulted when developing the organisation's business plan.</p> <p><b>1.4.</b> Managers can describe how they involve people when developing the organisation's business plan and when agreeing team and individual objectives.</p> <p><b>1.5.</b> People who are members of representative groups can confirm that top managers make sure there are constructive relationships with the groups and they are consulted when developing the organisation's business plan.</p>	<p>The Park has a statutory purpose set by central government which is further developed in its mission and core values. A long term management plan is produced setting out the future for the Park.</p> <p>This is supported by a detailed BVP plan, prepared initially by teams, then pulled together by the management team and approved by members. A raft of objectives is agreed covering all aspects so there are clear objectives for departments and individuals.</p> <p>There are regular JCF meetings for Unison representatives. Staff are consulted and informed through whole staff and team meetings. Various initiatives and projects involve many staff in the planning process. Overall objectives are cascaded into team and individual objectives through team meetings and appraisals.</p> <p>Staff have an excellent understanding of the statutory purpose in terms of conservation, recreation and education. Most have clear targets related to their own function which are reinforced through the appraisal procedure.</p> <p>The plan is publicly available and appears on the intranet Team briefs and bulletins</p>	<p>Working groups on various subjects. Extensive use of intranet to communicate vision/plans.</p> <p><b><i>" We work with lots of partners to achieve the best delivery. We are going for the Europark green tourism award. We feed into the BVPP through appraisals. Visitor satisfaction is a prime aim. My team devised a programme of outreach activity to attract more visitors. The exhibitors have to comply with our core values.</i></b></p> <p><b><i>I am developing walks using public transport. The access audit helps the disabled to use the Park. We have targets to meet interms of rights of way.</i></b></p> <p><b><i>We go off site to discuss ideas and put together the plans. We have a team meetings about what we can deliver and feed this into the plan."</i></b></p> <p>Away days to review plans/performance involving a number of staff.</p>	<p>More work required to ensure core values understood and owned by all.</p> <p>Continue process of involving people in the planning process.</p> <p>Consider whether the JCF could usefully be extended into a fully representative staff committee. (Terms of Reference are key)</p>

<p><b>1.6.</b> People can explain the objectives of their team and the organisation at a level that is appropriate to their role and can describe how they are expected to contribute to developing and achieving them.</p>	<p>update staff on progress and performance is publicised. Objectives such as improving access, generating visitor throughput, achieving customer satisfaction, producing environmental assessments, processing applications, updating the database and encouraging outreach activity are understood by the participants who know what they have to do to achieve them.</p>		
<p><b>2. Learning and development is planned to achieve the organisation's objectives.</b></p> <p><b>2.1.</b> Top managers can explain the organisation's learning and development needs, the plans and resources to meet them, how these link to achieving specific objectives and how the impact will be evaluated.</p> <p><b>2.2.</b> Managers can explain team learning and development needs, the activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated.</p> <p><b>2.3.</b> People can describe how they are involved in identifying their training and development needs and the activities planned to meet them.</p> <p><b>2.4.</b> People can explain what their learning and development activities should achieve for them, their team and the organisation.</p>	<p>People Strategy – <b><i>“The Authority ... provides its staff with the necessary skills, knowledge and experience to make the most effective use of its resources.”</i></b></p> <p>Training plans and budgets are prepared based on collated personal development plans and the organisation's objectives. At the corporate level priority has been given to developing more effective management, project management and improving the level of IT skills. Much of the activity relates to the achievement of specific targets, qualifications or accreditations.</p> <p>There is a strong departmental focus and managers have the responsibility for agreeing objectives with their teams and organising the related training. Staff have their own objectives which include familiarisation with new techniques and standards, often involving tests or certification. H&amp;S, First Aid, conflict management, time management and appraisal training were areas covered in addition to the main corporate priorities and technical aspects.</p> <p>People discuss their objectives and training needs during appraisals and team meetings when personal development plans are agreed/updated and then reviewed and</p>	<p>Delegation of budget and plans to departments encourages ownership.</p> <p><b><i>“We make a massive investment in professional and personal development to enable us to meet our objectives. The ILM training was to establish base line management competencies. If we can improve productivity, this will help to offset the budget constraints.</i></b></p> <p><b><i>Departmental managers formulate training plans to address themes and individual needs. Project management is a priority. Our aim is to get the volunteers up to speed so that they can work safely in the Park.</i></b></p> <p>Detailed objectives for most staff closely linked to BVPP objectives.</p> <p><b><i>We have retail training to help our sales skills.</i></b></p> <p><b><i>The off road and defensive driving equip us for our role in the field.</i></b></p> <p><b><i>They invest in people here more than most.</i></b></p> <p><b><i>We undertake skills audits to establish needs.</i></b></p> <p><b><i>The main need was training to use the</i></b></p>	<p>Increase emphasis on setting measures for evaluation when planning major training initiatives.</p> <p>Possible to focus training more closely on BVPP objectives, rather than personal development, dependant on policy.</p> <p>Variable interest/execution by managers.</p>

	<p>evaluated. There is a Training Track procedure for each individual which documents the process. Learning how to use GPS software and undertake WEB site design were among a number of examples given.</p>	<p><b>systems and database.</b></p> <p><b><i>We have staff training days and meetings to understand what is happening in the Park.</i></b></p> <p><b><i>I really enjoyed working for my NVQ which I needed to meet my Bar (grading) level.”</i></b></p>	
<p><b>3. Strategies for managing people are designed to promote equality of opportunity in the development of the organisation’s people.</b></p> <p><b>3.1.</b> Top managers can describe strategies they have in place to create an environment where everyone is encouraged to contribute ideas to improving their own and other people’s performance.</p> <p><b>3.2.</b> Top managers recognize the different needs of people and can describe strategies they have in place to make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance.</p> <p><b>3.3.</b> Managers recognize the different needs of people and can describe how they make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance.</p> <p><b>3.4.</b> People believe managers are genuinely committed to making sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for them to learn and</p>	<p>There is a range of methods to encourage ideas for improving performance. In addition to six monthly appraisals and regular team meetings, there are away days, working groups. Innovative management training also contributes.</p> <p>The appraisal procedure and personal development plans ensure that everyone has access to support, according to their needs. The organisation is at pains to ensure that part time staff and volunteers are included in the provision.</p> <p>The departmental plans are collated, co-ordinated and monitored by HR, although line managers have the main responsibility and are themselves reviewed in the exercise of this role both by their managers and their own staff.</p> <p>All staff interviewed felt that opportunity and support were available for personal development. Interest by managers was mostly good and staff felt that opportunities and support were made available</p> <p>People gave examples of being encouraged to contribute ideas during appraisals and team meetings. Many had mentoring or coaching roles and helped other members of their team.</p>	<p>Use of working groups Conscious effort to empower individuals/teams.</p> <p>Inclusion of temporary/part time staff/volunteers in provision.</p> <p>Detailed costed training plans for each department. Excellent detailed administration.</p> <p><b><i>“The regular appraisals and development plans ensure everyone’s needs are met.</i></b></p> <p><b><i>We wanted to put all the managers through the course to achieve consistency.</i></b></p> <p><b><i>Everyone is put through the volunteer training programme.</i></b></p> <p><b><i>Everyone has a mentor.”</i></b></p> <p>Extensive use of own skills in training others.</p> <p><b><i>“I take XXX out and mentor her. More encouragement here than anywhere else.</i></b></p> <p><b><i>Never been turned down if I needed training.</i></b></p> <p><b><i>We all have the same opportunity to</i></b></p>	<p>Greater visibility by SMT.</p> <p>The appraisal procedure works well but is capable of improvement. Some people reported difficulty in organising the 360 degree aspect. Staff opinions about the process should be sought and considered, as intended. Some managers can take greater interest in following up points raised, indicating that closer monitoring is needed.</p>

<p>develop which will improve their performance.</p> <p><b>3.5.</b> People can give examples of how they have been encouraged to contribute ideas to improve their own and other people's performance.</p>		<p><i>develop.</i></p> <p><i>Can do advanced ECDL if we wish."</i></p>	
<p><b>4. The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.</b></p> <p><b>4.1.</b> 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> <p><b>4.2.</b> Managers can describe the knowledge, skills and behaviours they need to lead, manage and develop people effectively.</p> <p><b>4.3.</b> People can describe what their manager should be doing to lead, manage and develop them effectively.</p>	<p>Management behaviours have been defined based on the Authority's core values and are applied in the appraisal procedure. An ILM training programme has been introduced, designed to equip managers appropriately, leading to certification.</p> <p>Management behaviours are defined and applied in the appraisal procedure, e.g. motivational leadership, decision making, forward planning, customer focus, working collaboratively, managing delivery and managing and developing performance.</p> <p>Staff undertake 360% degree appraisal rating managers against behaviours, which also feature in their own appraisals, so they understand what to expect from managers.</p>	<p>360 degree appraisal gives staff opportunity to rate managers and comment on performance.</p> <p>Innovative ILM programme in place and making some impact.</p> <p><i>"The management behaviours crystallised what we do and provide useful guidelines.</i></p> <p><i>We feedback on the manager through the 360% appraisal.</i></p> <p><i>We agree targets and she helps with advice through my review and one to ones.</i></p> <p><i>The manager is a role model and leads the team."</i></p>	<p>More work needed to review application of management behaviours and understanding by staff. The effectiveness of the appraisal procedure needs to be monitored more closely, as does the implementation of any resulting action points.</p> <p>Some managers were disappointed with parts of the ILM course as being too basic.</p> <p>A few people felt there were practical problems in undertaking the 360 degree appraisals, e.g. difficulty in finding informed observers and obtaining objective commentary. A review of the procedure is indicated after the current cycle, as is planned.</p>

## Taking action to improve the performance of the organisation.

**An Investor in People takes effective action to improve the organisation through its people.**

Evidence Requirements	Summary of Findings	Notable Practice/Quotations	Areas for Development
<p><b>5. Managers are effective in leading, managing and developing people.</b></p> <p><b>5.1.</b> Managers can explain how they are effective in leading, managing and developing people.</p>	<p>Managers are appraised in their people management role and also reviewed via the 360% appraisal by their own staff.</p> <p>Feedback is given formally through regular appraisals but also on a one to one basis and through team reviews.</p>	<p>360 degree appraisal gives staff opportunity to rate managers and comment on performance. Findings fed back and discussed. Biennial "Climate Survey" also gives feedback on management.</p>	<p>It is evident that some managers are more effective in the people management role than others and further steps should be taken through the personal reviews and individual coach/training to achieve greater consistency.</p>

<p><b>5.2.</b> Managers can give examples of how they give people constructive feedback on performance regularly and when appropriate.</p> <p><b>5.3.</b> People can explain how their managers are effective in leading, managing and developing them.</p> <p><b>5.4.</b> People can give examples of how they receive constructive feedback on their performance regularly and when appropriate.</p>	<p>People have the opportunity to rate their managers effectiveness through the 360% appraisal and discuss the findings.</p> <p>Interviewees described the appraisal procedure, subsequent reviews and team meetings, all of which provide feedback on performance towards their objectives. For example, rangers discuss progress with rights of way, footpaths and access at their meetings.</p>	<p><b><i>“I involve people in projects to help their development. I groomed ZZZ to stand in for me and give her confidence. I adopt an inclusive approach and give them scope and support to develop</i></b></p> <p><b><i>Our manager is a good communicator and gives us feedback.</i></b></p> <p><b><i>We agree our objectives and training needs at the reviews.</i></b></p> <p><b><i>The management behaviours are applied to everyone so we all know how we should work.</i></b></p> <p><b><i>The reviews are really good – constructive, you can say what you think.</i></b></p> <p><b><i>YYY gave me encouragement and support in my new role and reviewed my progress.</i></b></p> <p><b><i>We have bi-monthly updates which are very helpful.”</i></b></p>	<p>More work needed to review application of management behaviours and understanding by staff. The effectiveness of the appraisal procedure needs to be monitored more closely, as does the implementation of any resulting action points.</p> <p>A few people felt there were practical problems in undertaking the 360 degree appraisals, e.g. difficulty in finding informed observers and obtaining objective commentary. A review of the procedure is indicated after the current cycle, as is planned. Several thought informal bi-monthly “one to ones” were a good idea.</p>
<p><b>6. People’s contribution to the organisation is recognised and valued.</b></p> <p><b>6.1.</b> Managers can give examples of how they recognise and value people’s individual contribution to the organisation.</p> <p><b>6.2.</b> People can describe how they contribute to the organisation and believe they make a positive difference to its performance.</p> <p><b>6.3.</b> People can describe how their contribution is recognised and valued.</p>	<p>Contribution is recognised systematically through the appraisal procedure but there are many other ways, such as feedback at team meetings and away days and in minutes when performance is recognised. .Praise and compliments are circulated and logged.</p> <p>All staff interviewed could describe their contribution and how their function helped the organisation. All have objectives to meet which are closely tied into BVPP targets. Beliefs confirmed by “Climate Survey”.</p>	<p>Regular staff meetings, minutes and emails highlight performance. “Good news” session at some team meetings. Extremely high level of commitment to the aims of the Authority, coupled with good understanding of how their role contributes.</p> <p><b><i>“The Chairman made favourable comments at a presentation. The Limestone project has received a lot of praise. Performance is reviewed at the appraisals and at team meetings. We have presentations at</i></b></p>	<p>Manager implementation is variable.</p> <p>Scope to give more praise/thanks where due.</p> <p>There was some criticism about how the Bar gradings were conducted.</p>

	<p>People explained that their contribution was reviewed and recognised through the regular appraisal procedure and team meetings. Most have targets to meet, performance is measured and success highlighted at team meetings and away days.</p>	<p><b>the staff meetings.</b></p> <p><b>The Bar gradings reflect increased competence. The outreach work is bringing in more visitors.</b></p> <p>Staff "Climate Survey".</p> <p><b>"The volunteers are a valuable resource which is appreciated. We had a fantastic audit report and meet our targets.</b></p> <p><b>People appreciate my skills and trust me to do the job.</b></p> <p><b>We all have targets to work towards and performance is reviewed at the appraisals.</b></p> <p><b>Good performance is discussed at team meetings and is publicised."</b></p>	
<p><b>7. People are encouraged to take ownership and responsibility by being involved in decision – making.</b></p> <p><b>7.1.</b> Managers can describe how they promote a sense of ownership and responsibility by encouraging people to be involved in decision making, both individually and through representative groups (where they exist).</p> <p><b>7.2.</b> People can describe how they are encouraged to be involved in decision making that affects the performance of individuals, teams, the organisation, at a level that is appropriate to their role.</p> <p><b>7.3.</b> People can describe how they are encouraged to take ownership and responsibility for decisions that affect the</p>	<p>There is a conscious policy of encouraging people to take responsibility and empowerment. This is reflected in the team approach to planning and problems solving and involving staff in working parties.</p> <p>People are encouraged to participate through team meetings and working parties. Most are self starters who take responsibility for their own day to day activity.</p> <p>People referred to the effectiveness of team meetings and the opportunity to contribute ideas. Many have an advisory role and have autonomy to provide client advice in the field, e.g. rights of way, planning assessments, biodiversity plans, grant applications. Success in these aspects contributes to individual, team and</p>	<p><b>"Our approach is to take and encourage responsibility. We encourage people to take risks. Lots of specialists who are encouraged to take the lead.</b></p> <p><b>I encourage people to come up with ideas through the team meetings."</b></p> <p>Close linkage between individual objectives and BVPP.</p> <p><b>"Lots of autonomy within overall policy. I sit on two working groups. We are encouraged to network with other agencies and new ideas are welcomed. We have team meetings to discuss bids. We are encouraged to make decisions in line with the management behaviours."</b></p>	<p>Continue process of integrating disparate elements by visits, communication, networking etc.</p>

<p>performance of individuals, teams and the organisation at a level that is appropriate to their role.</p>	<p>organisational targets.</p>		
<p><b>8. People learn and develop effectively.</b></p> <p><b>8.1.</b> Managers can describe how they make sure people’s learning and development needs are met.</p> <p><b>8.2.</b> 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.</p> <p><b>8.3.</b> People who are new to the organisation, and those new to a role, can describe how their induction has helped them to perform effectively.</p>	<p>All staff needs are addressed systematically through the appraisal procedure and personal development plans which involve regular reviews by managers. Most training is evaluated closely.</p> <p>Training needs as identified in the appraisals ( and others) are collated and met through the training plans. Interviewees gave numerous examples such ECDL, project management, ILM and technical training which they applied in their role</p> <p>There is a well-designed structured induction programme supported by regular reviews. The induction is covered by an evaluation procedure. Interviewees confirmed that effective induction took place and appropriate training was provided for new post holders. Volunteers needs covered by a similar process.</p>	<p>Very systematic training plans and reviews by departments, efficiently overseen by HR. ECDL training has been provided for all staff who need it.</p> <p><b><i>“We do skills audits and organise training to meet people’s needs.</i></b></p> <p><b><i>The departmental plan is monitored regularly to make sure activity is working.</i></b></p> <p><b><i>I could not do the work without the GPS and Microsoft training.</i></b></p> <p><b><i>The Mode database training enabled me to use the system.</i></b></p> <p><b><i>I did four modules of the ILM programme.</i></b></p> <p><b><i>The course gave us increased knowledge about customer needs.</i></b></p> <p><b><i>The ECDL training equipped us all to a good standard.</i></b></p> <p><b><i>Shadowing at the Records Office increased my knowledge.</i></b></p> <p><b><i>I gained a Diploma in Museum Studies.</i></b></p> <p><b><i>We had a National Park induction and a local one. Walking with the rangers was very informative.</i></b></p> <p><b><i>The volunteer induction involves mentoring and a systematic training programme.”</i></b></p>	<p>Some variability of application by managers.</p> <p>One or two instances where training petered out or identified needs were not met.</p>

<b>Evaluating the impact on the performance of the organisation.</b>			
<b>An Investor in People can demonstrate the impact of its investment in people on the performance of the organisation.</b>			
<b>Evidence Requirements</b>	<b>Summary of Findings</b>	<b>Notable Practice/Quotations</b>	<b>Areas for Development</b>
<p><b>9. Investment in people improves the performance of the organisation.</b></p> <p><b>9.1.</b> Top managers can describe the organisation's overall investment of time, money and resources in learning and development.</p> <p><b>9.2.</b> Top managers can explain and quantify, where appropriate, how learning and development has improved the performance of the organisation.</p> <p><b>9.3.</b> Top managers can describe how the evaluation of their investment in people is used to develop their strategy for improving the performance of organisation.</p> <p><b>9.4.</b> Managers can give examples of how learning and development has improved the performance of their team and the organisation.</p> <p><b>9.5.</b> People can give examples of how learning and development has improved their performance, the performance of their team and that of the organisation.</p>	<p>Top managers understand the investment in time, resources and money in the organisation's learning and development. There is a detailed budget and overall costed training plan with delegated departmental budgets and plans.</p> <p>Training has been an essential factor in equipping the organisation to fulfil its core role in delivering high standards of specialist service and advice. It has been critical in equipping people to achieve the necessary qualifications, ability to operate the computer systems and database and comply with mandatory/legislative requirements. Results confirm the success of the development.</p> <p>Following the last Investors in People Review and NPAPA assessment, the need to establish a more consistent management approach was identified, leading to the agreement of management behaviours and related training.</p> <p>Team performance has benefited from training in areas such as project management, retail sales and others, resulting in the achievement of targets.</p> <p>The majority of training and development activity is designed to equip staff to deliver customer service and achieve targets. All staff interviewed were able</p>	<p>Delegated departmental plans/budgets give greater ownership and responsibility.</p> <p><b><i>"We are meeting our targets and are in the top quartile of national parks.</i></b></p> <p><b><i>We set a target of a minimum of four days training per person and exceed that substantially.</i></b></p> <p><b><i>The working groups undertake self assessment and come up with new ideas.</i></b></p> <p><b><i>We introduced the ECDL training to get the basic level right.</i></b></p> <p><b><i>We are investigating on-line learning because of the far flung nature of the organisation. The Web training saved £000 on external sourcing.</i></b></p> <p><b><i>The ILM programme was devised in response to feedback from the Climate Survey. We introduced winter activity to maintain continuity.</i></b></p> <p><b><i>We have developed our own internal verifier so as to give more flexibility and save costs over NVQ assessment. We achieved most of our BVPP targets.</i></b></p> <p><b><i>I am proud to work for the Authority. There are some fantastic people- very enthusiastic. We are coping well with</i></b></p>	<p>Increase emphasis on measurement of impact of major initiatives on objectives.</p> <p>Increase assessment of cost/benefit of activity by reference to costed training plan.</p> <p>Strengthen top level reporting.</p> <p>Occasional gaps and lapses in timeliness in provision indicate the need for closer monitoring and follow up by managers.</p>

	<p>to give examples of training and what they had learnt, e.g. use of equipment, safe ways of working, use of database, IT systems, WEB development. Much leads to certification or qualification, such as professional and NVQ qualification. Improved performance is demonstrated by customer satisfaction ratings and achievement of targets at individual, team and organisational levels.</p>	<p><b><i>the budget constraints.</i></b></p>	
<p><b>10. Improvements are continually made to the way people are managed and developed.</b></p> <p><b>10.1.</b> 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.</p> <p><b>10.2.</b> Managers can give examples of improvements they have made to the way they manage and develop people.</p> <p><b>10.3.</b> People can give examples of improvements that have been made to the way the organisation manages and develops its people.</p>	<p>Reviews of performance have led to changes in strategy, notably in terms of use of IT which required ECDL training for all staff affected. The introduction of innovative management training has addressed identified needs in this area and the HR function has been strengthened. Skills audits have been used to identify and meet needs.</p> <p>Training reports are made by departments on a regular basis and quarterly performance reviews take place at senior management level.</p> <p>Managers have benefited from training and advice to enhance their management skills by undertaking skills audits, organising training for their teams, and organising shadowing and coaching. Appraisal skills training was mentioned as helping the exercise of the role. Several said they had responded to feedback from the appraisals.</p> <p>People referred to the strengthening of the HR function and administration and modifications to the appraisal and induction procedures. They referred to the establishment of the management behaviours as providing useful guidelines for both managers and staff. Many staff spoke of their increased capability in using ICT and project management</p>	<p>Climate survey provides valuable staff feedback.</p> <p><b><i>"Communications have improved a lot with the Intranet.</i></b></p> <p><b><i>Points in the Climate Survey are acted upon.</i></b>  <b><i>Computerised recording of maintenance has really helped us to monitor our work.</i></b></p> <p><b><i>We get good feedback from the surveys.</i></b></p> <p><b><i>The management behaviours give us useful guidelines.</i></b>  <b><i>The new office accommodation is much better.</i></b></p> <p><b><i>We exchange good practice and ideas with other parks.</i></b></p> <p><b><i>I undertook a skills audit to identify aspects of my knowledge that needed to be addressed.</i></b></p> <p><b><i>The creation of the working groups makes for better communication and teamwork."</i></b></p>	<p>Increase emphasis on measurement of impact of major initiatives on objectives.</p> <p>Strengthen rigour of top level reporting.</p> <p>Greater follow up by managers will help to ensure that development activity achieves the optimum results.</p> <p>Still scope to improve communications, possibly through staff survey/committee.</p> <p>Use Climate Survey for benchmarking purposes.</p> <p>A wider staff committee was suggested by one or two people.</p>

	<p>following revisions to training. A number said their manager had fed back and responded following appraisals. Self assessment, team meetings, working groups and surveys all help the organisation to improve its approach.</p>		
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