

Communicate

Special

Investors In People

August



To All Employees

Welcome to this special edition of "Communicate".

As you will know from team briefings, GEC-Marconi Communications Ltd is committed to achieving the Investors in People standard (IiP).

This "Communicate Special" is intended to give you a clearer understanding of what is involved in Investors in People, to show you the results of the recent employee survey, to outline the actions we need to take as a Company to achieve IiP and to tell you who is in the project team responsible for achieving IiP.

Complementary to IiP you will also shortly receive a copy of the GEC-Marconi Employee Charter, which lays out in detail our commitment to the development of our staff.

I firmly believe that the achievement of IiP will make a material difference to the performance of GMCL and increase the motivation and job satisfaction of all our employees. I look forward to receiving your support in the coming months as we work towards IiP. We will keep you informed of progress via team briefings and further issues of "Communicate".

I.G. McNAMEE
Managing Director



INVESTORS IN
PEOPLE UK

What is Investors in People (IiP)?

IiP is a national standard laid down by the government which reflects best practice in the development and actioning of investment in people. It has support from all political parties, the unions and employers' bodies and has quickly established itself as the 'kitemark' for best practice in employee development.

An *Investors in People* employer is one who has recognised and demonstrated the need to develop human resources, by providing a framework within which the development takes place.

This framework facilitates increased employee performance, involvement and commitment, which translates directly to improved profitability, quality and lower costs. IiP is related to goals and standards, and is evaluated as an *investment*, not a cost.

IiP has four main principles, namely:

An Investor in People

1. Makes a public **Commitment** from the top to develop all employees to achieve its business objectives.
2. Requires **Review** of the training and development needs of all employees.
3. Takes **Action** to train and develop individuals on recruitment and throughout their employment.
4. **Evaluates** the investment in training and development to assess achievement and to improve future effectiveness.

These principles of an Investor in People are measured through what are called 'indicators'. The indicators are shown below:

PRINCIPLE ONE: COMMITMENT

AN INVESTOR IN PEOPLE
MAKES A COMMITMENT
FROM THE TOP TO DEVELOP
ALL EMPLOYEES TO ACHIEVE ITS
BUSINESS OBJECTIVES.

1.1 The commitment from top management to train and develop employees is communicated effectively throughout the organisation.

1.2 Employees at all levels are aware of the broad aims or vision of the organisation.

1.3 The organisation has considered what employees at all levels will contribute to the success of the organisation, and has communicated this effectively to them.

1.4 Where representative structures exist, communication takes place between management and representatives on the vision of where the organisation is going and the contribution employees (and their representatives) will make to its success.*

PRINCIPLE TWO: PLANNING

AN INVESTOR IN PEOPLE
REGULARLY REVIEWS
THE NEEDS AND PLANS
THE TRAINING AND
DEVELOPMENT OF
ALL EMPLOYEES.

2.1 A written but flexible plan sets out the organisation's goals and targets.

2.2 A written plan identifies the organisation's training and development needs, and specifies what actions will be taken to meet these needs.

2.3 Training and development needs are regularly reviewed against goals and targets at the organisation, team and individual level.

2.4 A written plan identifies the resources that will be used to meet training and development needs.

2.5 Responsibility for training and developing employees is clearly identified and understood throughout the organisation, starting at the top.

2.6 Objectives are set for training and development actions at the organisation, team and individual level.

2.7 Where appropriate, training and development objectives are linked to external standards, such as National Vocational Qualifications (NVQs) or Scottish Vocational Qualifications (SVQs) and units.

PRINCIPLE THREE:**ACTION**

AN INVESTOR IN PEOPLE TAKES ACTION TO TRAIN AND DEVELOP INDIVIDUALS ON RECRUITMENT AND THROUGHOUT THEIR EMPLOYMENT.

3.1 All new employees are introduced effectively to the organisation and all employees new to a job are given the training and development they need to do that job.

3.2 Managers are effective in carrying out their responsibilities for training and developing employees.

3.3 Managers are actively involved in supporting employees to meet their training and development needs.

3.4 All employees are made aware of the training and development opportunities open to them.

3.5 All employees are encouraged to help identify and meet their job related training and development needs.

3.6 Action takes place to meet the training and development needs of individuals, teams and the organisation.

PRINCIPLE FOUR:**EVALUATION**

AN INVESTOR IN PEOPLE EVALUATES THE INVESTMENT IN TRAINING AND DEVELOPMENT TO ASSESS ACHIEVEMENT AND IMPROVE FUTURE EFFECTIVENESS.

4.1 The organisation evaluates the impact of training and development actions on knowledge, skills and attitude.

4.2 The organisation evaluates the impact of training and development actions on performance.

4.3 The organisation evaluates the contribution of training and development to the achievement of its goals and targets.

4.4 Top management understands the broad cost and benefits of training and developing employees.

4.5 Action takes place to implement improvements to training and development identified as a result of evaluation.

4.6 Top management's continuing commitment to training and developing employees is demonstrated

How is GMCL's Performance Measured Against the Indicators?

To achieve IIP, GMCL will be assessed against the indicators by an external agency, usually a TEC (Training and Enterprise Council). Assessors are trained in the IIP standard.

To satisfy the assessor that we meet the standard we must provide substantial evidence that the standards are a way of life in GMCL. The evidence will usually be the working documents, systems and procedures that we work to. Examples of these may be:

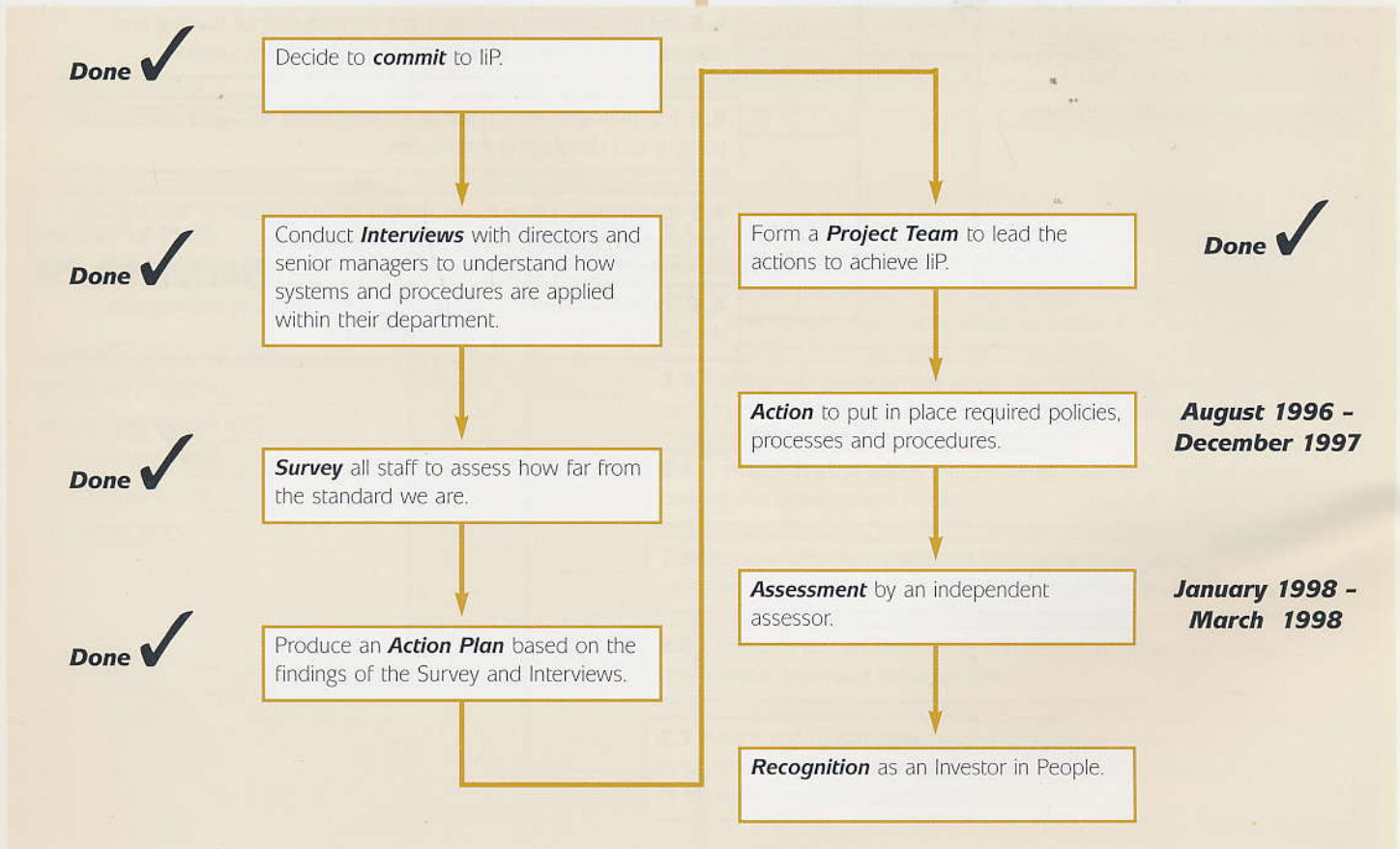
- ☀ Minutes of meetings, agendas
- ☀ Briefing documents
- ☀ Development plans for employees

- ☀ Written business plan
- ☀ Training policies
- ☀ Induction programmes
- ☀ Documents showing training audits
- ☀ Appraisal schemes
- ☀ Training needs analysis
- ☀ Evaluation of training

The assessors also normally interview members of staff - **around 10% of the workforce**, to check that all staff are aware of the standard and are being suitably developed.

The Road towards IIP

Gaining IIP will be a significant achievement for GMCL, but it will not be easy. The roadmap of how we intend to proceed from here is laid out below.



The Survey

During June 1996 the Company surveyed all staff to assess how we currently stand against the standard. We had 716 responses.

The survey was done in two parts. Firstly selected managers completed a survey and secondly all other employees were asked to complete a separate survey. The results are shown on the following pages:

3.2 The Manager Survey Results (total)

Total Responses: 36

Scoring

The scoring 'Key' is as follows:

- A** Yes, strongly demonstrated
-
- B** Yes, partly demonstrated (e.g. in some parts of the organisation, or sometimes, or to some extent)
-
- C** No, not adequately demonstrated - considerable room for improvement
-
- D** No, not demonstrated at all
-
- Comments** There was a space to note any comments against each item.
-

COMMITMENT

"An investor in people makes a public commitment from the top to develop all employees to achieve its business objectives."

Action Points

(1) "Every employer should have a written but flexible plan which sets out business goals and targets, considers how employees will contribute to achieving the plan and specifies how development needs in particular will be assessed and met."

(2) "Management should develop and communicate to all employees a vision of where the organisation is going and the contribution employees will make to its success, involving employee representatives as appropriate."

	Reponses				Comments
	A	B	C	D	
Our most senior managers are committed to developing people.	8%	39%	50%	3%	
Their commitment has been made known to all our employees.	6%	28%	52%	14%	
The organisation has defined its broad aims or vision.	22%	42%	33%	3%	
Employees at all levels are aware of the broad aims or vision of the organisation.	17%	38%	31%	14%	
We have a written plan which sets out our business goals and targets.	14%	47%	28%	11%	
We have plans that identify broad development needs for the organisation.	6%	38%	39%	17%	
These plans also specify how we will identify the training and development needs of individuals and groups.	6%	3%	60%	31%	
These plans also specify how we will meet training and development needs.	6%	11%	55%	28%	
We have a clear view of how people at all levels in the organisation can contribute to our success.	3%	36%	50%	11%	
People at all levels know how they can contribute to our success.	3%	36%	50%	11%	
Our managers communicate through employee representatives a vision of where the organisation is going.	3%	47%	25%	25%	
Our managers communicate through employee representatives how they and all employees can contribute to our success.	0%	19%	50%	31%	

PLANNING

"An investor in people regularly reviews the training and development needs of all employees."

Action Points

- (1) "The resources for training and developing employees should be clearly identified in the business plan."
- (2) "Managers should be responsible for regularly agreeing training and development needs with each

employee in the context of business objectives, setting targets and standards linked, where appropriate, to the achievement of National Vocational Qualifications (or relevant units) and, in Scotland, Scottish Vocational Qualifications."

	Reponses				Comments
	A	B	C	D	
Our plans clearly identify the resources which we will use to meet training and development needs.	0%	19%	50%	31%	
We regularly review training and development needs, especially when our business objectives change.	3%	17%	55%	25%	
We have a process for regularly reviewing the individual training and development needs for each of our employees.	8%	39%	34%	19%	
Starting at the top of our organisation, we have clearly identified who is responsible for developing people.	11%	36%	36%	17%	
Our managers have the knowledge and skills they need to develop the people who work for them.	3%	39%	44%	14%	
We set targets and standards for our development activities.	3%	17%	52%	28%	
Where external standards exist, notably National Vocational Qualifications, we have linked our training targets to them.	3%	14%	39%	44%	

ACTION

"An investor in people takes action to train and develop individuals on recruitment and throughout their employment"

Action Points

- (1) "Action should focus on the training needs of all new recruits and improving the skills of existing employees."

- (2) "All employees should be encouraged to contribute to identifying their own job-related training and development needs."

	Reponses				Comments
	A	B	C	D	
All new employees are introduced effectively to our organisation.	6%	50%	36%	8%	
All employees in new jobs are given the training and development they need to do their jobs properly.	3%	8%	70%	19%	
We develop the skills of our existing employees to help achieve our business objectives.	3%	28%	50%	19%	
Our managers ensure that everyone is aware of the range of development opportunities open to them.	3%	17%	58%	22%	
Our managers encourage people to help identify their own development needs.	0%	44%	42%	14%	
Our training and development plans are effectively implemented.	0%	8%	61%	31%	
Our managers help those who work for them to meet their training and development needs.	0%	36%	53%	11%	

EVALUATION

"An investor in people evaluates the investment in training and development to assess achievement and improve future effectiveness."

Action Points

- (1) "The investment, the competence and commitment of employees and the use made of skills learned, should be reviewed at all levels against business goals and targets."
- (2) "The effectiveness of training and development should be reviewed at the top level and lead to renewed commitment and target setting."

	Reponses				Comments
	A	B	C	D	
We evaluate how our investment in people is contributing to our business goals and targets.	0%	14%	42%	44%	
We know our actions to develop people have achieved their objectives.	0%	25%	44%	31%	
We evaluate the outcomes of our training and development activities at individual, team and organisational levels.	0%	14%	55%	31%	
Top managers understand the broad costs and benefits of their investment in people.	6%	36%	39%	19%	
Our attitude towards training and development programmes demonstrates a continuing commitment to developing people.	3%	19%	45%	33%	

3.3 The Employee Survey Results (total)

Total Responses: **680**

Instructions for completion

Employees were asked to read each question carefully, then tick one of the boxes on the right. If employees felt that the question did not apply or they did not know the answer they were asked to tick the third box.

The Action Plan

	Yes	No	Not Applicable/ Don't Know
Has your top management told you about their commitment to training and developing employees?	38%	59%	3%
Could you explain to someone who does not work here what the organisation is trying to achieve?	49%	46%	5%
Have you been told how you can help the organisation to succeed?	46%	49%	5%
Are your training and development needs regularly reviewed?	17%	72%	11%
Do you know who is responsible for your training?	35%	61%	4%
Have you been encouraged to work towards any qualifications relevant to your job?	16%	79%	5%
Were you given any information about the organisation and how it works when you first joined?	60%	32%	8%
Did you get any training to enable you to do your job when you first joined?	57%	38%	5%
If you have changed jobs within the organisation, did you get any training to enable you to do your new job properly?	22%	46%	32%
Since joining have you received any training to help you to do your job better?	49%	46%	5%
Do you know how to find out about the training and development opportunities open to you?	26%	70%	4%
Do managers encourage you to identify any new skills you need to do your job?	16%	78%	6%
When it has been agreed that you need to attend a training programme, do you usually go on it?	50%	16%	34%
Do managers help you to develop the skills you need to do your job?	17%	74%	9%
Does anyone, such as your manager, talk to you before you attend a training programme about what you should try to get out of it?	13%	52%	35%
After you have attended a training programme, does anyone, such as your manager, discuss with you what you got out of it?	19%	46%	35%
After you have attended a training programme, does anyone take steps to find out whether your skills have improved?	5%	57%	38%
After you have attended a training programme, does anyone check that you are putting your new skills into practice?	6%	55%	39%
Are you told about what is happening in training and development?	9%	86%	5%

The Action Plan

The survey and results of the interview showed that considerable work will be necessary to achieve liP.

The results of the survey have been discussed by the directors of GMCL and the following action plan has been agreed.

It will be implemented by the Project Team, who will decide when actions need to be completed. As with any plan, there are likely to be changes as progress is made.

2. DRAFT ACTION PLAN

Issue	liP Reference	Action	By Whom?	By When?
Planning	2.1 2.2 2.4 2.6 2.7	<p>Each department produces its own annual training and development plan from the 5 year business plan. The departmental plan specifies:</p> <ul style="list-style-type: none"> ☀ departmental business objectives. ☀ implications for the training and development of all staff in the department. ☀ how training will link to external standards, when appropriate. ☀ how training and development will be funded, delivered and evaluated within the department. ☀ individual responsibilities for their own training and development. <p><i>The Company 5 year plan includes:</i></p> <ul style="list-style-type: none"> ☀ the overall commitment of the organisation to training and development. ☀ the role of the Training Department, managers and individuals in the training and development necessary to achieve 5 year business objectives. ☀ how training and development will be evaluated at Company level. ☀ how progress will be communicated. 	Department Managers	

2. DRAFT ACTION PLAN

Issue	liP Reference	Action	By Whom?	By When?
<p>Communication of</p> <ul style="list-style-type: none"> ☀ Commitment to development of people. ☀ Vision and aims of the organisation. ☀ Employee contribution to success. ☀ Business Plan. 	<p>1.1 1.2 1.3 4.6</p>	<p>Each department defines its own communications process.</p> <p>Each department improves the existing Team Briefing System so that:</p> <ul style="list-style-type: none"> ☀ briefings are regular and timely. ☀ managers confer prior to briefings to identify a common approach to content. ☀ content contains 80% departmental material. ☀ a formal method of processing questions and views upwards from briefings is included. ☀ briefings include updates on the business plan and training and development plan. ☀ briefings high-light employee contributions to achievement of plans. 	<p>Department Managers</p>	

Issue	liP Reference	Action	By Whom?	By When?
<p>People Development</p> <ul style="list-style-type: none"> ☀ Identification of people responsible for development. ☀ Employee awareness of development opportunities. 	<p>3.6 3.4 3.3</p>	<p>Produce a hand-book of training and development sources and methods.</p> <p>Include the hand-book in Induction packages.</p> <p>Train all managers in delegation and coaching skills and techniques.</p> <p>Identify and train selected managers and experts as subject mentors.</p>	<p>Training Department</p>	

<ul style="list-style-type: none"> ☀ Employee Involvement in own development. 	<p>3.6 3.4 3.3</p>	<p>Extend the principles of the Performance Development Review Scheme to staff who are not currently appraised.</p> <p>Train managers in counselling skills and in participative objective setting techniques.</p> <p>Introduce quarterly short reviews of training and development.</p>	<p>Personnel Department</p>	
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<ul style="list-style-type: none"> ☀ Evaluation of training and development. 	<p>3.2 4.3 4.2 4.6</p>	<p>Train all managers in evaluation techniques and processes at Corporate, departmental and individual level.</p>	<p>Training Department</p>	
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The liP Project Team

The liP project team is shown below. Their job is to implement the action plan, recommend to the board any further actions that may be necessary to achieve liP and assess whether and when GMCL is ready to be assessed against the standard.

The makeup of the team may change at a later date as we progress towards liP.



Gavin Leathem
Personnel Director



Roger Watkins
Customer Services Manager



John Harrison
General Manager
Manufactured Components Division



Graeme Jakins
Manager Software Test



Martin Elbourne
Strategic Planning Manager



Ian Pilling
Senior Training and Development Advisor



Mick Elliott
MSF Shop Steward



Dave Pearse
AEEU Shop Steward



Chris Cushing*
Consultant MaST Training

*Chris Cushing is an external consultant who is an expert on liP. He has helped GMCL with devising the employee survey and action plan and will assist the project team on an 'as and when' required basis.

Links to ISO 9001

As an ISO 9001 accredited company, GMCL already has clearly laid out procedures for quality systems. Having ISO 9001 means that we may be able to demonstrate having met a number of liP assessment indicators already. However ISO 9001 may fall short on key issues to liP such as total commitment, a clear vision and continuous improvement.

We do not intend to duplicate issues already working well through ISO9001. Neither should liP create unnecessary bureaucracy or procedures for all our staff.

Conclusion

The achievement of liP will, we are sure, bring positive benefits to all employees and the Company. In this Communicate we have tried to explain a little more about liP, but if you have any questions please talk to your manager or a member of the liP project team.

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