Research to support the evaluation of Investors in People: Employer survey

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Foreword

The UK Commission for Employment and Skills is a social partnership, led by Commissioners from large and small employers, trade unions and the voluntary sector. Our ambition is to transform the UK's approach to investing in the skills of people as an intrinsic part of securing jobs and growth. Our strategic objectives are to:

Maximise the impact of employment and skills policies and employer behaviour to support jobs and growth and secure an internationally competitive skills base;

- Work with businesses to develop the best market solutions which leverage greater investment in skills;

- Provide outstanding labour market intelligence which helps businesses and people make the best choices for them.

The third objective, relating to intelligence, reflects an increasing outward focus to the UK Commission's research activities, as it seeks to facilitate a better informed labour market, in which decisions about careers and skills are based on sound and accessible evidence. Relatedly, impartial research evidence is used to underpin compelling messages that promote a call to action to increase employers' investment in the skills of their people.

Intelligence is also integral to the two other strategic objectives. In seeking to lever greater investment in skills, the intelligence function serves to identify opportunities where our investments can bring the greatest leverage and economic return.   The UK Commission's third strategic objective, to maximise the impact of policy and employer behaviour to achieve an internationally competitive skills base, is supported by the development of an evidence base on best practice: "what works?" in a policy context.

Our research programme provides a robust evidence base for our insights and actions, drawing on good practice and the most innovative thinking. The research programme is underpinned by a number of core principles including the importance of: ensuring 'relevance' to our most pressing strategic priorities; 'salience' and effectively translating and sharing the key insights we find; international benchmarking and drawing insights from good practice abroad; high quality analysis which is leading edge, robust and action orientated; being responsive to immediate needs as well as taking a longer term perspective. We also work closely with key partners to ensure a co-ordinated approach to research.

In April 2010, the UK Commission took over strategic ownership of the Investors in People (IiP) Standard. This survey seeks to develop a deeper understanding of how IiP is perceived by employers and provide evidence of the impact of the Standard on the businesses which are accredited. The study will inform our ongoing development of an IiP Strategy, ensuring the Standard transforms business performance through people.

Sharing the findings of our research and engaging with our audience is important to further develop the evidence on which we base our work. Evidence Reports are our chief means of reporting our detailed analytical work. All of our outputs can be accessed on the UK Commission's website at www.ukces.org.uk

But these outputs are only the beginning of the process and we are engaged in other mechanisms to share our findings, debate the issues they raise and extend their reach and impact. These mechanisms include our *Changing Behaviour in Skills Investment* seminar series and the use of a range of online media to communicate key research results.

We hope you find this report useful and informative. If you would like to provide any feedback or comments, or have any queries please e-mail info@ukces.org.uk, quoting the report title or series number.

Lesley Giles

Deputy Director

UK Commission for Employment and Skills

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Executive Summary

Background

Since the UK Commission took over strategic ownership of the Investors in People Standard (IiP), a programme of evaluation has been developed to assess the impact of IiP and identify areas for improvement. This report is based on the findings of the first of a two-wave quantitative employer survey as part of this ongoing evaluation.

Telephone interviews were conducted in August to October 2011 with 1,000 employers who had either been recognised with IiP for the first time or renewed their recognition in the 12 months prior to the fieldwork.

The core objectives of the survey were to explore employers' views and experiences of working towards IiP accreditation and the changes made to meet IiP Standard, as well as the support needed and received throughout the process. The study also measured the prominence and role of IiP within employers' Human Resource (HR) and business strategies, the impact on these employers of working towards and gaining IiP accreditation and their overall satisfaction with IiP. The majority of employers interviewed were accredited before the new delivery arrangements (i.e. the regional IiP Centres introduced in April 2011) were put in place, therefore the survey can be seen as a baseline for future monitoring and evaluation. In the second wave of the survey the new recognitions from 2011-2012 will be compared against the new recognitions from this wave of the study to assess any changes which may have been brought about through the new delivery arrangements.

Profile of employers

New recognitions are much more likely to be smaller organisations than those renewing (43 per cent have fewer than 25 employees, compared to 25 per cent of renewals). This perhaps reflects the focus of IiP changing from getting as much of the workforce as possible working for IIP-recognised organisations, to a focus on smaller employers in order to help more businesses realise their objectives and achieve economic growth.

Motivations for engaging with IiP

The motivations for engaging with IiP can be categorised into two fairly distinct categories: benefits by association and benefits by practice. IiP's reputation as a recognised, well-respected standard (a benefit by association: 99 per cent of employers indicated this was part of their reason for getting involved with IiP) and the need to drive internal change (a benefit by practice: 97 per cent) were highlighted as the central reasons for engaging with IiP. In the private sector, a high proportion (86 per cent) first engaged with IiP to gain a competitive advantage.

Distance travelled to achieve IiP

The vast majority of newly–recognised employers (89 per cent) felt they were already close to meeting the IiP Standard before they began their initial accreditation process and were therefore presumably motivated, in part, to gain credit for existing practices. Changes to practices and policies start to be made when the employer is preparing for their first accreditation. Many businesses already had a lot of the policies in place before committing to IiP, with half of new recognitions (51 per cent) saying they had to make minimal changes to meet IiP requirements. However, when asked about individual policies and practices associated with IiP most newly-recognised employers (82 per cent) have developed or introduced at least one policy in order to achieve IiP and 69 per cent said that at least one policy change was a direct result of IiP intervention.

IiP had the greatest impact in either helping businesses introduce policies to their organisations or further developing their existing practices in the following areas:

- Processes for assessing management effectiveness (37 per cent of newly-recognised businesses with these in place at the time of interview reported either introducing or developing these as a direct result of working towards IiP).

- Training plans (35 per cent).

- Processes for consulting staff about change (34 per cent).

The impact of IiP

One key aim of this survey was to assess the extent to which IiP accreditation leads to performance improvements for participating organisations, sites or departments.

Table 1 groups improvements into internal and external benefits, and shows the percentage of employers experiencing each benefit since accreditation (the first column of data in each pair) and the proportion of all employers saying IiP contributed at least in part to this improvement (the second column of each pair). It is worth noting that businesses were not necessarily expecting to achieve each of these improvements as a consequence of IiP accreditation. Indeed, 71 per cent of businesses reported achieving the business benefits expected, and 23% reported higher than anticipated benefits, with this proportion increasing in organisations which achieved a higher level of award or who needed to make more changes to their policies and practices. Just 2 per cent reported lower than expected benefits and the remainder were unable to say.

Table 1: **Improvements occurring following IiP accreditation and whether attributed (at least in part) to IiP (prompted)**

Internal benefits			External benefits		
	% seeing impact	% attributing to IIP		% seeing impact	% attributing to IIP
Ability of staff to do jobs	57	**47**	Product/service quality	54	**41**
Productivity of workforce	53	**42**	Customer satisfaction	45	**34**
Staff commitment	41	**35**	Volume of sales	31	**17**
Reduced absenteeism	21	**10**	Quantity of applicants	30	**8**
Staff turnover	13	**8**	Profit	29	**20**
Disciplinary action	11	**6**	Quality of applicants	16	**7**
Lower recruitment costs	7	**2**			

Base: All employers (1,000), except Volume of sales and Profit, which are based on private sector employees only (614)

Contact and satisfaction with IiP specialists and the IiP website

Most employers reported having an initial meeting with an IiP specialist before they began their recognition or renewal process (83 per cent). These meetings were found to be very helpful, with a mean satisfaction score of 8.6 on a scale of 1 to 10. There was a wide variety in the frequency of contact with the IiP specialist although three-fifths of those with dealings had contact with their IiP specialist at least monthly. Satisfaction with the specialists and the advice received was generally very high.

The most common source of information used to help employers achieve IiP recognition or renewal, other than the IiP specialist was the IiP website, used by a quarter of all employers for further information (24 per cent). Moreover three-quarters of all employers (74 per cent) had accessed the IiP website at some point in the last 12 months for more practical reasons, such as arranging meetings with IiP specialists, contacting the local IiP centre and looking for resources. The website is rated reasonably well for containing all the information employers require (a mean of 7.9 on a scale of 1 to 10).

Overall satisfaction and areas of improvement

Overall, satisfaction with IIP is high: 79 per cent of employers were very satisfied (a rating of eight or higher on a 1 to 10 scale) and was particularly high among new recognitions (84 per cent). There was some indication that middle-sized employers (25 to 99 staff: 82 per cent) were more satisfied, and more likely to see benefits from IiP recognition, than smaller or larger employers. Employers who needed to make more changes than average to achieve accreditation were more satisfied than average, having experienced more benefits from IiP than expected. This suggests that the further employers have to go on their IiP journey the greater their return.

Reducing the cost of IiP specialists and having more direct contact and support from IiP were noted as the principal areas for improvement by employers (10 per cent and eight per cent respectively). Another area highlighted for improvement was the desire for better explanation by the IiP specialist of the benefits of IiP.

Value for money

Half of all employers surveyed felt that IiP provides good value for money. Poor value for money was cited by just three per cent of recognised organisations. Newly-recognised employers were more likely to rate the Standard as providing good value for money (mean score of 7.7) compared to renewing organisations (mean score 7.2), which highlights the importance of encouraging the use of IiP as a continuous improvement tool to derive maximum value from the Standard and higher level awards.

1.   Introduction

1.1   IiP Delivery

In the twenty years since its launch in 1991, Investors in People (IiP) has become a leading people management standard in the UK, and one of the most longstanding government-supported initiatives. The initial aims for the Standard were to help organisations improve their performance through investment in staff and help to address market failures in staff development. These aims remain as relevant today as in 1991, with the four nations of the UK consistently lagging behind their international competitors in terms of investment in skills. This can impact negatively on productivity and in turn on the country's economic performance. In the context of the current downturn and recessionary pressures, it has never been more important for the UK to respond to this gap in skills investment.

As IiP has evolved, the focus has shifted from the initial push to get as many organisations through the Standard as possible (and in turn maximise the number of employees working at IiP accredited organisations) to a more bespoke offering in which employers have the flexibility to develop a framework that is relevant to them, recognising the varying requirements different types of employers have. As a part of this diversification, "New Choices" was introduced in 2009 as a flexible 'wraparound' to the Standard. New Choices allows employers to achieve 'Bronze', 'Silver', 'Gold' or 'Champion' accreditation, to acknowledge further achievement through additional evidence requirements related to their own priorities and goals.

In April 2010 the UK Commission for Employment and Skills ("the Commission") took over the strategic ownership of the Investors in People Standard from IiPUK. Under the Commission, IiP is to focus going forward on improving UK productivity and economic growth, and as such they want to reach the employers with the greatest potential to impact in this area. To this end the current and recent drive has been to promote the Standard to the private sector and SMEs much more than was the case previously.

This focus is summed up in the three strategic objectives of IiP:

- More businesses improve using IiP

- IiP impacts on business and economic growth

- IiP promotes leading-edge business practice.

Since taking over the running of IiP the UK Commission has made changes to the way IiP is delivered to employers, most significantly in introducing a competitive tendering exercise for a licence to operate an IiP centre in England. These centres started delivery in April 2011, with the intention of improving the quality of support available to employers. As such this survey can be seen as a baseline for future monitoring and evaluation, coming as it does at this clear juncture in IiP operation.

1.2   Research objectives

Since the UK Commission took over strategic ownership of IiP, a programme of evaluation has been developed to assess the impact of IiP and identify areas for improvement. The key questions for the UK Commission are "did we deliver", "did we make a difference" and "did we learn what works?" The programme of evaluation comprises:

- this quantitative survey with accredited employers;

- qualitative research with employers who are on the cusp of recognition;

- tracking the monitoring information of starts and recognitions provided by delivery centres;

- analysis of secondary data sources to explore differences between IiP accredited and non-accredited businesses with regard to business performance, skills investment and deficiency.

The aim of this survey is to provide a quantitative assessment, from the participating employer's perspective, of the effectiveness of the accreditation process and any impact associated with IiP recognition. The objectives of the project were as follows:

- Explore employers' experiences of working towards IiP accreditation and the role that the IiP centres play in the process – reasons for engaging, the changes made to meet the IiP Standard and the contribution of the advisors to the process;

- Measure the prominence and role of IiP within employers' HR and business strategies;

- Measure the impact on the employer of working towards and gaining IiP accreditation via:

    o   The extent to which IiP introduces employers to new working practices and the extent to which it recognises and codifies pre-existing behaviours;

    o   The intended, perceived and actual impacts on business performance and on workforce development;

    o   Any other benefits gained by the employer from achieving/holding IiP.

- Measuring overall satisfaction of IiP and how it measured up against expectations.

The survey will be a two year undertaking; this report covers the findings from year one and as such will provide the baseline for the follow up in year two and for any future surveys.

1.3   Survey methodology

One thousand 20-minute telephone interviews were carried out with employers who had recently been successful in achieving IiP accreditation, either for the first time or renewing a previous accreditation.

Within the target of 1,000 interviews the survey sought to interview as many employers as possible who had been accredited with IiP for the first time in the year prior to fieldwork (between July 2010 and July 2011). The remainder of the 1,000 interviews were completed with those who had renewed their accreditation in the same time period. The time period was selected to ensure the event was recent enough to allow for reasonable levels of recall, balanced against the need for enough employers to have become accredited in the period to allow for a robust sample size. The participation rate achieved was 83 per cent for new recognitions and 80 per cent for renewals.

1.4   Sampling

The sample for the survey was drawn from a central customer database of IiP accreditations, and the new IiP Centres' own databases.

A census was conducted among the new recognitions, with an interview attempted with every employer who had been recognised with IiP for the first time in the year preceding the survey (928). A sample was drawn from a list of renewals with a focus on maximising the potential for subgroup analysis by including as many employers from the devolved administrations and the largest size bands as possible. The remaining renewal records were randomly selected to take part.

In the first instance interviewers asked to speak with the contact name supplied on sample (which was normally the person who had dealt with IiP throughout their accreditation), but once on the telephone they checked whether this was the best person to talk to about the Standard, and if not were transferred.

Weighting was applied to the data to ensure, as far as possible, the data provides a representative picture of the IiP population, and to gross survey figures up to population of organisations achieving accreditation in the July 2010 and July 2011 period (see section 1.5 below for population profile). For a full explanation of the sampling and weighting strategies for the survey see the Technical Appendix (Appendix A).

Table 1.1 shows the profile of achieved interviews prior to weighting. The table also shows the statistical confidence of the data in these subgroups, for example, a confidence interval of plus or minus four per cent shows that we can be 95 per cent confident the real population value of a finding of 50 per cent lies between 46 per cent and 54 per cent.

Table 1.1:   Profile of achieved interviews

	New recognitions		Renewals	
	Achieved	Confidence	Achieved	Confidence
Country				
England	333	±3.6%	202	±6.6%
Northern Ireland	59	±6.4%	52	±10.8%
Scotland	37	±9.7%	120	±7.1%
Wales	121	±5.2%	76	±9.2%
Size of area covered by IiP				
Under 25	247	±3.9%	121	±8.3%
25-99	203	±4.2%	115	±8.7%
100-249	54	±9.4%	54	±12.8%
250+	46	±10.2%	160	±6.5%
TOTAL	**550**	±2.7%	**450**	±4.3%

Base: All employers (1000)

Source: Unweighted survey data

1.5   Population profile

The sample sources together represent the most comprehensive available information detailing the profile of employers who have been (re)-accredited with IiP in the past year. Table 1.2 shows the profile of nation and size as derived from this source.

Table 1.2:   Population profile of IiP new recognitions and renewals by country and size

	New recognitions	Renewals
	%	%
Country		
England	66%	79%
Northern Ireland	9%	4%
Scotland	6%	10%
Wales	20%	7%
Size of organisation		
Under 25	43%	25%
25-49	21%	21%
50-99	14%	18%
100-249	12%	20%
250+	10%	16%

Source: IiP MI data

Table 1.2 demonstrates that the proportion of new recognitions that are smaller employers is greater than that of renewals, possibly reflecting a change in focus of the target organisations of IIP from large employers to smaller employers.

The internal IIP Management Information used for the sample contained many missing fields, particularly in relation to the sector breakdown of recognised organisations. The tight sampling approach adopted by the survey means that we can be reasonably confident that the sector profile achieved and recorded in the survey reflects that of the population. Although the renewal side of the survey was not a census (unlike the new recognitions), a small sample was drawn and a high response rate achieved which also gives us confidence that the sector profile shown in Table 1.3 is a good reflection of the profile of those accredited.

Table 1.3:   Survey profile by sector

	New recognitions		Renewals	
	Population	%	Population	%
Farming, forestry and fishing	6	1%	53	2%
Energy and utilities	20	2%	46	1%
Manufacturing	52	6%	321	10%
Construction	111	12%	153	5%
Wholesale and retail trade	37	4%	169	5%
Transportation and storage	10	1%	86	3%
Accommodation, food and tourism	53	6%	119	4%
ICT	12	1%	20	1%
Creative media and entertainment	20	2%	16	*%
Finance and professional services	127	14%	382	11%
Real estate and facilities management	30	3%	78	2%
Government	34	4%	143	4%
Education	152	16%	858	25%
Health	64	7%	148	4%
Care	152	16%	670	20%
Other	47	5%	103	3%

Base: All employers

Source: Survey (weighted data) – QF4 "What is the main activity of your organisation?" Prompted list.

Table 1.4 demonstrates that the private sector accounts for a higher proportion of new recognitions than of renewals.

Table 1.4:   Survey profile by type

	New Recognitions		Renewals	
	Population	%	Population	%
Mainly seeking to make a profit	614	66%	1956	58%
Charity/Voluntary	170	18%	628	19%
Local Government financed	108	12%	564	17%
Central Government financed	33	4%	212	6%
Other	2	*%	10	*%

Base: All employers

Source: Survey (weighted data) QA5 "How would you classify your organisation?"

In 2009 IiP launched its "New Choices" scheme, which recognises further achievement in IiP criteria by allowing employers to receive "Bronze", "Silver", "Gold" or "Champion" level recognition. All of the recognised and renewing organisations under scrutiny in this research would have been relevant for inclusion in this (relatively) new initiative. Of the survey sample 18 per cent reported having achieved a higher level of accreditation; higher level accreditations were more common among renewals (21 per cent) than new recognitions (nine per cent; see Table 1.5).

Table 1.5:   Level of IiP accreditation attained

	New recognitions %	Renewals %	Total %
Standard	91%	79%	82%
Higher	9%	21%	18%
Bronze	5%	11%	10%
Silver	2%	6%	5%
Gold	1%	4%	3%
Champion	-	*%	*%

Base: All employers

Source: Survey (weighted data) QE3 "Can I confirm which standard of IiP recognition you have obtained?"

It is possible for an organisation as a whole to be accredited with IiP, or it is possible for individual sites or departments to be accredited independently of the rest of their organisation. At the beginning of the survey respondents were asked which part of their organisation was accredited with IiP, and the text of the questionnaire then referred to the relevant term throughout the rest of the questions. Table 1.6 shows 85 per cent were referring to their organisation as a whole, but a sizeable minority (14 per cent) were referring to a smaller part; figures were similar for both renewals and new recognitions.

Table 1.6:   Area of organisation accredited with IiP

	New recognitions %	Renewals %	Total %
Whole organisation	84%	85%	85%
This site	9%	10%	9%
This department	3%	2%	2%
Multiple sites but not whole organisation	2%	2%	2%
Other	2%	*%	1%
Don't know	-	1%	1%

Base: All employers

Source: Survey (weighted data) QA1 "Which part of your organisation is recognised with Investors in People?

1.6   The report structure

This report details findings from the first year of a two year survey and covers the following:

- Experiences of IiP pre-recognition, and the work needed to achieve IiP accreditation;

- The impact of IiP to the employer – both in terms of internal change and improvement, and the external effects of this;

- Employers' overall satisfaction with IiP and likelihood to maintain recognition, including an overview of perceptions of the "New Choices" wraparound;

- Conclusions from the research and recommendations going forward.

1.7   Limitations of the research

It is worth noting that this research sits within a wider evaluation strategy, and should be viewed alongside the related reports to give a full picture of employer opinions and experience of IiP. This survey covers the views of employers who have successfully gained their accreditation and as such may have a more positive view of IiP than those who were not successful or who abandoned IiP before reaching the assessment stage.

1.8   Reporting conventions

Throughout this report, 'employer', 'business' or 'organisation' refer to the part of the organisation accredited with IiP. Where the data has been analysed by 'size' this is based on the number of employees within the part of the organisation accredited with IiP. Findings have been reported on a country level and further analysis has been possible in England into North, South and Midlands regions where applicable. These regions in England are made up of the following IiP centres:

- **North England:** North West, North East, Yorkshire and Humber

- **Midlands:** East Midlands, East of England, West Midlands

- **South:** London, South East, South West

The New Choices levels of accreditation (Bronze, Silver, Gold and Champion) are referred to as the "higher bands".

In tables and charts, percentages of <0.5 per cent are referred to with an asterisk. Percentages of 0 are shown as a dash.

All differences noted are significant to a 95 per cent confidence level unless otherwise stated.

2.   The road to recognition

Summary

The key reasons for initially engaging with IiP (given by new recognitions and renewals who were involved in their organisation's first recognition) were IiP's reputation as a recognised, well-respected standard (99 per cent) and the desire to drive internal change (97 per cent). Nearly all employers were also already close to meeting the IiP Standard before they began the accreditation process (89 per cent) and therefore may have wanted to accredit existing practices. Similarly the most common reason for renewing was that IiP is a respected standard (mentioned by 43 per cent spontaneously), though others mentioned that renewing would help drive change and improve people management practices (18 per cent) or that it would help embed good practice (10 per cent). Others were influenced to renew by the fact that clients / users require or prefer them to be IiP accredited.

While half of new recognitions felt they only had to make minimal changes to their working practices to achieve IiP accreditation, and few (six per cent) felt they had needed to make substantial changes, still seven in ten (69 per cent) newly recognised organisations had introduced or developed one of eight types of human resource or business policy or practice as a direct result of their engagement with IiP. New recognitions operating in the private sector and smaller organisations with fewer than 25 staff were more likely than average to have introduced or developed policies as a direct result of IiP (around three in four of these groups had made such changes). IiP had the greatest impact in helping to introduce or develop existing practices for assessing management effectiveness, training plans and consulting staff about change.

2.1 Introduction

This chapter examines employer motivations for gaining accreditation and describes their experiences of the process of achieving Investors in People recognition. The first part of the chapter identifies employers' motivations behind gaining IiP accreditation and explores how important IiP accreditation is to their overall business strategy. The analysis then considers the extent to which organisations make changes to and develop their policies and practices in order to achieve accreditation, exploring the extent to which IiP accredits existing practice and the extent to which IiP promotes best practice. The chapter closes by looking at the information and advisory sources that organisations make use of along their journey towards IiP accreditation.

2.2 Reasons for initial engagement with IiP

In order to assess the success of Investors in People, it is important to understand employers' motivations for pursuing accreditation and establish whether these expected benefits were realised. Employers were asked what their initial motivations were[1] in working towards IiP recognition or renewal. This was a prompted question with six potential motivations considered (such as gaining a competitive advantage, driving internal change and improving people management practices).

Figure 2.1 shows that nearly all employers engaged with IiP, at least in part, because of IIP's reputation as a well recognised standard and due to the expected benefits IiP would bring. This indicates the high level of familiarity with, and respect for, the IiP brand and reveals the two-fold appeal of IiP recognition: 'benefit by association' and 'benefit by practice'. Benefit by association entails an externally-facing development whereby the employer profits from its link to the IiP Standard and the perceived benefits to its quality of service. The organisation could subsequently profit from gaining a wider pool of clients or attracting higher quality staff. Benefit by practice describes the internal improvements that occur within the organisation through working towards and attaining IiP accreditation in areas such as staff commitment and people management. Both aspects are regarded with high importance among those who pursue IiP accreditation.

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[1] This question was asked of all new recognitions and individuals within businesses renewing if they had been involved in the initial accreditation.

A substantial proportion of employers (89 per cent) were already close to meeting the IiP Standard. Many employers would not therefore experience a huge impact on costs and resources in order to effect the changes required. It is arguable that a number of organisations chose to work towards IiP recognition in order to accredit practices already in place before committing to IiP. This theory is strengthened by findings reported in the next chapter, which illustrate a large proportion of employers already had IIP recommended practices and policies in place prior to committing to IIP. This would suggest a high motivation to gain IiP accreditation due to benefits by association.

Most employers noted that gaining a competitive advantage was a factor in the decision to work towards IiP recognition (86 per cent; albeit only 28 per cent of employers reported that it influenced their decision to a large extent; as discussed in the next paragraph, new recognitions were much more likely than average to say they were influenced to a large extent by the expectation of gaining a competitive advantage). Keeping up with competitors (70 per cent) and client preference (57 per cent) were relatively less influential.

There was generally little difference between new recognitions and renewals regarding their reasons for first engaging with IiP. However a higher proportion of renewals (81 per cent compared to 74 per cent for new recognitions) said the hope that it would lead to internal change influenced their initial decision to engage with IiP to a large extent, pointing perhaps towards a shift in motivations over time, from internal change more towards competitive advantage.

Indeed, new recognitions were significantly more likely to identify competitive advantage as a crucial factor (41 per cent of private sector employers said this influenced their decision to a large extent) in their initial take-up of IiP than renewals (21 per cent). This may imply that employers who have recently achieved recognition for the first time are experiencing increasingly competitive markets, perhaps an effect of the economic context in which employers currently find themselves, and are particularly attuned to the benefits that IiP can bring them and of developing a competitive advantage.

Figure 2.1:   Factors that influenced the initial decision to work towards IiP (prompted)

		Any extent	
		New rec.	Renewal
The fact that IIP is a recognised, well respected standard	Not at all 1% / To some extent 21% / To a large extent 78%	99%	99%
To drive change and improve people management practices	3% / 19% / 79%	96%	98%
We were already close to meeting the standard	10% / 34% / 55%	85%	91%
To gain a competitive advantage *Base: Private sector (503)*	14% / 58% / 28%	85%	86%
To keep up with competitors	30% / 47% / 23%	67%	72%
Clients require or prefer us to have IIP	40% / 39% / 18%	56%	58%

Base: All New Recognition (550) and Renewals (251) involved in first recognition

B1 – Thinking about your experience of working towards IIP recognition, did each of the following influence the initial decision to work towards the Investors in People award to a large extent, to some extent or not at all?

N.B. "Don't know" responses not shown

It is also worth noting that 85 per cent of new recognitions were motivated to work towards IiP recognition by the fact that they were already close to meeting the Standard, compared to 91 per cent of renewals. This suggests either that the IiP Standard has possibly become slightly tougher in the intervening years since renewals achieved their first recognition, or that the IiP brand is reaching out to more employers that are in greater need of achieving the IiP Standard in order to develop, and have therefore further to travel in order to attain IiP accreditation. Section 2.7 examines the extent to which employers changed their policies and practices when attaining IiP accreditation.

There were some differences in the initial motivations for accreditation by type of employer, as follows:

- Employers with 100 or more staff were much more likely than smaller employers to cite keeping up with competitors as a reason for initially engaging with IiP (79 per cent versus 67 per cent respectively).

- Private sector employers were more likely to initially engage with IiP (92 per cent) than public sector organisations (84 per cent) because they felt they were close to meeting the Standard. It is interesting to note though, as discussed later in this chapter (see Tables 2.3 and 2.4), that private sector employers were less likely than other employers to have had various policies and practices in place prior to committing to IiP and more likely to have introduced and / or improved various Human Resource and business practices as a direct result of working towards IiP. Hence private sector employers appear to require more action to attain IiP accreditation. The fact that they are more likely than average to say being close to meeting the Standard was a motivation for engagement may simply reflect that they are comparing themselves to other employers in their sector, many of whom may struggle to meet the requirements of the Standard.

- Public sector organisations were rarely influenced by clients requiring or preferring them to have IiP accreditation (25 per cent, compared with 64 per cent among private sector employers and 71 per cent among charity sector employers).

- Those in the education industry placed particular emphasis on the competitive advantage they hoped IiP would provide (96 per cent indicated that this was an influencing factor for engaging with IiP, indeed 58 per cent agreed that this influenced them to a large extent).

- Employers in Health and in Retail and Wholesale sectors were much more likely to report client preference as a motivation for engaging with IiP (72 per cent and 70 per cent respectively). Construction employers were also much more likely to say that client preference influenced their decision to a large extent (36 per cent compared to overall figures of 18 per cent). These figures may be significant given recent policy suggestions to award contracts only to those employers involved with apprentices or who have attained IiP accreditation.

2.3   Main reasons for renewing IiP

Those renewing their IiP recognition were asked, as a spontaneous question, for their main reasons for doing so. This provides insight into how perceptions of the benefits of IiP have changed and how employers feel they use the IiP Standard to their advantage now they are fully aware of the processes required to make changes and they understand better the realities of the benefits of the IiP Standard. Results are shown in Figure 2.2, which lists the ten most common responses given.

Many of the reasons for renewing fall within the notions of 'benefits by association' and 'benefits by practice' discussed earlier in this chapter in relation to the initial reasons for seeking IiP accreditation. The former are particularly important, and by far the most common reason for renewing, mentioned by over two-fifths (43 per cent) is that IiP is a well-known, highly respected standard. Other benefits by association include clients requiring or preferring them to be IiP accredited (11 per cent) and to help bring in new work and new clients (seven per cent).

It is encouraging that many of those renewing spontaneously give as their reason that working with the Standard will help them continue to improve their practices and performance (rather than it being the case that the benefits are gained only in the initial process of accrediting or in the early days once it has been achieved). These 'benefits by practice' include renewing serving to drive change and improve people management practices (mentioned by 18 per cent), it helping the organisation focus and improve (10 per cent) and it improving staff morale and staff engagement (nine per cent).

Others gave responses which emphasise continuity and it serving to maintain standards (20 per cent) or if they had not renewed then achieving IiP recognition would have been a wasted effort (nine per cent).

Figure 2.2:   Main reasons for deciding to renew IiP recognition (spontaneous)

IIP is a recognised, well known / respected standard — 43%

Maintain standards/recognition/continuity — 20%

To drive change and improve people management practices — 18%

Clients require / prefer us to have IIP — 11%

Good practice/helps us focus and improve — 10%

If we hadn't renewed achieving IIP recognition would have been a wasted effort — 9%

Improves staff morale and engagement — 9%

External benchmark/feedback — 8%

To bring in new clients/ more work / higher turnover — 7%

To keep up with competitors / To gain a competitive advantage — 5%

Base: All Renewals (450)

B2 – What was the MAIN reason you decided to renew your Investors in People recognition?

Top ten responses shown.

Those who reached a higher level of IiP (bronze, silver, gold or champion status) often said their main reason for renewing was specifically to work towards these higher levels (15 per cent), and they were more likely than average to say the reason was that not renewing would have meant the work to date would have been wasted (16 per cent). For those employers who reached a higher level of IiP, factors specifically relating to 'building on recognition' were far more important for renewing IiP than they were for those who remained at the standard level (43 per cent compared to 28 per cent). Relatively few of these employers said the main reason for renewing was that IiP is a recognised, well-respected standard (27 per cent), suggesting a real desire to move their involvement to the next level.

Those employing 25-99 staff were much more likely than average to renew in order to drive change and improve people management practices (27 per cent, compared with nine per cent of those with fewer staff and 16 per cent among those with 100 or more staff).

There were also some geographical differences. In England and Wales IiP's reputation was far more widely heralded as a motivating factor for renewing (45 and 44 per cent respectively) than was found in Scotland and Northern Ireland (33 and 32 per cent respectively). Employers in Scotland were more likely than average to cite the desire to keep up with competitors or to gain a competitive advantage (14 per cent, compared with only three per cent in England). Employers in Northern Ireland were more likely than average to cite its positive effects on staff morale and engagement (22 per cent, compared with eight per cent among employers in England and seven per cent among employers in Wales).

2.4   Importance of IiP to business strategy

To assess the prominence and role of IiP within employers' HR and business strategies, employers were asked how important IiP was to their business strategy. As seen in Figure 2.3 over half of all employers (54 per cent) felt that IiP was important (eight or more out of 10) in this respect. Around one in six (17 per cent) felt that IiP was of little importance to their business strategy (a score of one to five out of 10), though this was higher among public sector organisations (29 per cent). There is a strong correlation between overall satisfaction with IiP and its importance to their business strategy. Indeed, 86 per cent of those not satisfied with their overall involvement with IiP (a low base of 35 respondents, so some caution is required) felt that IiP was of little importance to their business strategy.

By examining the mean scores it is apparent that renewals found IiP slightly more important to their business strategy (7.5) than new recognitions (7.2), presumably because IiP policies have become a central part of their strategy.

Figure 2.3:   The importance of IiP recognition to organisations' business strategies

E6 – On a scale of 1-10 where 1 is "not at all important" and 10 is "vital", how important is it to your business strategy that your organisation/site/dept is recognised with IiP?

N.B. "Don't know" responses not shown
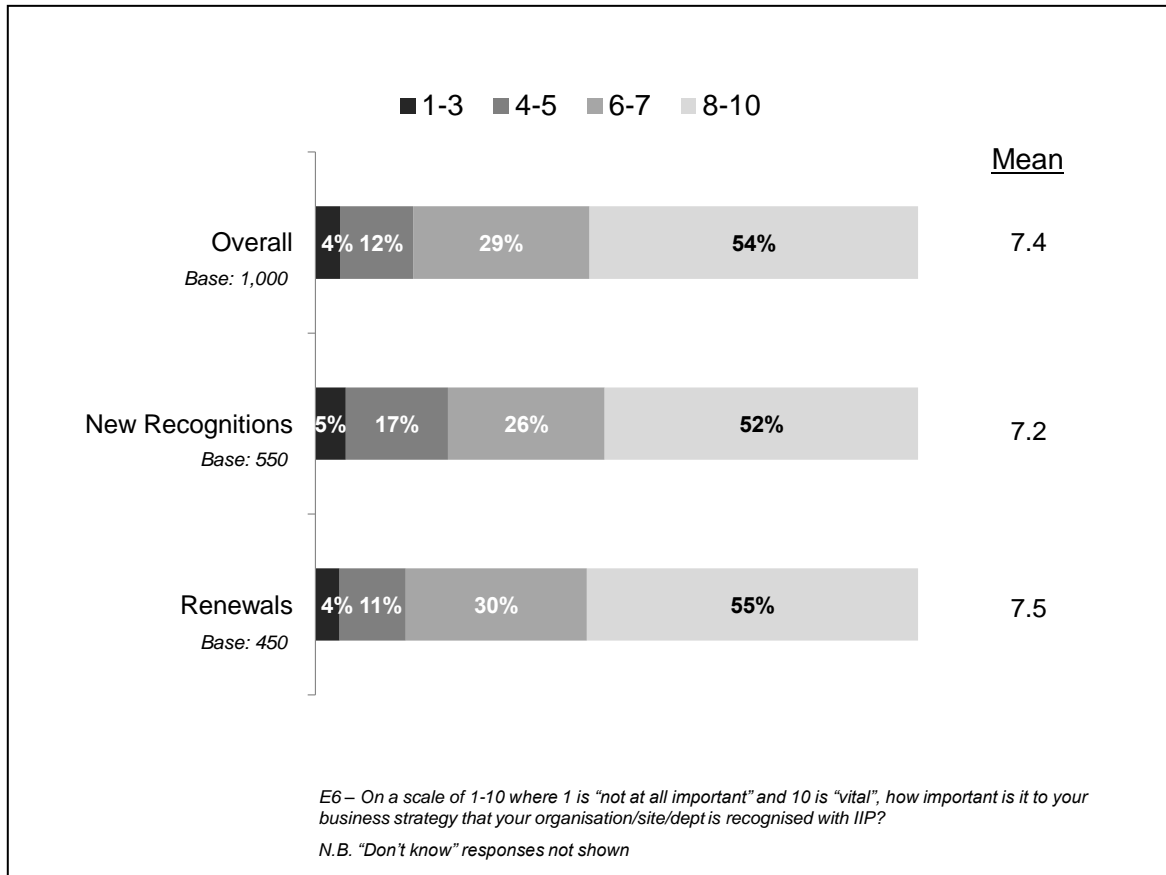
The importance of IiP to organisations' business strategies was higher among the following groups (percentages show the proportion giving an importance rating of eight or higher on a 10 point scale):

- Employers in England (55 per cent, compared with 45 per cent in Scotland).

- Those with 100 or more staff (59 per cent compared with 50 per cent among those with fewer than 25 staff and 53 per cent among those with 25-99 staff).

- Those operating in the voluntary sector (65 per cent, compared with 39 per cent among public sector organisations).

- Those in Real Estate and Facilities Management (76 per cent, though on a low base of 38 respondents, so some caution is needed) and Care (68 per cent).

2.5   Importance of recognition to customers

We have already seen that IiP accreditation being required or preferred by clients is one factor among a number for employers first getting involved in the Standard and for renewing, though at the same time it is something of a secondary reason. The role of IiP recognition for customers is explored further in this section. Respondents were asked how important IiP recognition was to their customers or users, on a scale of one to 10, where one represented "not at all important" and 10 "vital." Results are shown in Figure 2.4.

Figure 2.4:   Importance of IiP to customers by employer type

E7 – On a scale of 1-10 where 1 is "not at all important" and 10 is "vital", how important is IIP recognition to your customers or users of your services?
N.B. "Don't know" responses not shown
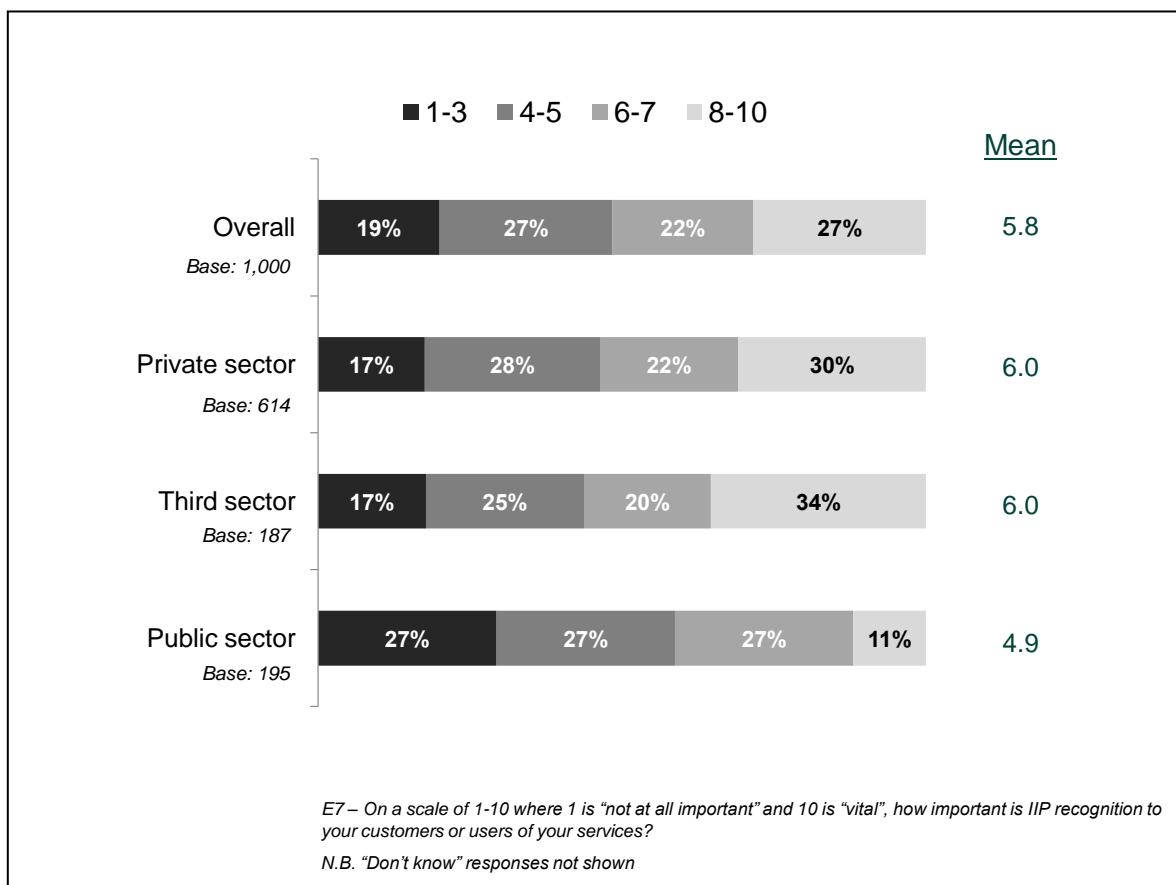
Employers rate IiP of far greater importance to their own business strategy (a mean of 7.4) than it is to their customers (5.8). Predictably where IiP is felt to be important to their customers, it is particularly key for their own strategy: indeed 97 per cent of employers rating IiP as important to their customers (a rating of eight or higher) also rated it of high importance to their business strategy.

Private and voluntary sector employers rate IiP more important to their customers / users (each have a mean of 6.0) than public sector organisations (4.9). When looking at industry sector, those in Construction and Care were the most likely to say holding IiP was important to their customers (6.6 and 6.4 respectively). In Construction a high proportion (72 per cent) felt having IiP was important to their customers (a rating of six or higher) but few thought it was vital to them (nine per cent gave a rating of 10 out of 10). In comparison, in Care only around half (54 per cent) thought it important for their clients, but almost a quarter (23 per cent) felt it was vital to them. Least engaged are customers of the Wholesale and Retail trade (a mean rating of just 4.1).

Employers with fewer than 25 staff were least likely to think customers or service users find IiP important, with a mean rating of 5.2 compared to 6.1 for those with 25-99 staff and 5.8 for those with 100+. There was no difference in the perceived importance of IiP to customer by country.

2.6   Distance travelled towards achieving IiP accreditation

To achieve IiP recognition employers are often required to make changes to their policies and working practices. Employers receive guidance and advice from IiP specialists to determine how their policies can be developed and improved so they can reach the IiP Standard. The survey provides a measure of the distance travelled, in part to see if this affects views of the Standard, and in part to see if it is leading to change in practices and behaviour as opposed to merely recognising existing behaviour.

To understand the extent of the distance travelled, this section explores which practices and policies employers had in place at the time of the survey, which they already had in place when they first embarked on IiP accreditation, and which policies they developed and improved as a result of working towards IiP accreditation.

At the time of the survey the vast majority of employers had in place most of these policies and practices to which the IiP Standard touches upon. Nearly all had appraisal plans (99 per cent), inductions plans (98 per cent) and business plans (98 per cent). Processes for assessing management effectiveness (81 per cent) and training expenditure budgets (88 per cent) were somewhat less common. As one might expect, and as illustrated in Figure 2.5, renewing organisations, who have typically spent more time working with IiP, are generally more likely to have these policies in place. This is also true of those who reached a higher level of IiP recognition.

On the whole there are only small differences between new recognitions and renewals, except with regards to training expenditure budgets where renewals were significantly more likely to have this policy in place.

Figure 2.5: Practices and policies organisations in place at the time of interview (prompted)

■ New recognition *(Base 550)*   ▨ Renewal *(Base 450)*

Practice/Policy	New recognition	Renewal
Appraisal plan	97%	100%
Induction plan	97%	98%
Business plan	97%	98%
Equality and diversity policies	95%	97%
Staff consultative process	94%	94%
Training plan	91%	90%
Training expenditure budget	80%	90%
Process for assessing management effectiveness	78%	82%

C2 – "I'm now going to read out a list of policies and practices that some employers adopt and I'd like you to tell me which you currently have in place."

N.B. Top eight shown

Table 2.1 identifies differences in existing practices and policies between 'standard' level and 'higher' level accredited employers (i.e. those attaining bronze, silver, gold or champion level accreditation).

Table 2.1: **Practices and policies in place at the time of interview by level of IiP accreditation (prompted)**

	'Standard' level of IIP	'Higher' level of IIP
Appraisal plan	99%	100%
Induction plan	98%	96%
Business plan	97%	100%
Equality and diversity practices	97%	96%
Staff consultative process	93%	98%
Training plan	90%	91%
Training expenditure budget	85%	99%
Process for assessing management effectiveness	80%	87%

Base: All employers (1,000)

Source: (weighted data) QC2 "I'm now going to read a list of policies and practices that some employers adopt and I'd like you to tell me which you currently have in place."

Those reaching a higher level of IiP were more likely to have a number of policies and practices in place, in particular staff consultative processes (98 per cent compared to 93 per cent of 'standard' level), a budget for training expenditure (99 per cent compared to 85 per cent) and processes for assessing management effectiveness (87 per cent compared to 80 per cent).

Generally, private sector employers had fewer policies in place than public or third sector organisations. For example 82 per cent of businesses had budgets for training expenditure and 77 per cent a process for assessing management effectiveness.

2.7 Extent of changes made by organisations to meet IiP requirements

In order to gauge the perceived level of change within an organisation to meet IiP requirements, new recognitions were asked how substantial the changes made to their organisation were and the extent to which IiP was responsible for developing or introducing these changes to their practices.

On a scale of one to 10, one meaning 'minimal changes to policies and working practices were required' and 10 meaning 'very significant changes were required', the overall mean was 3.7, implying that most organisations did not need to make substantial changes to meet the requirements of the IiP Standard.

Indeed, just over half of all new recognitions (51 per cent) employers gave scores of one to three out of 10, while only six per cent needed to make considerable changes to achieve recognition (eight to 10 out of 10).

2.8   Impact of IiP on organisations' practices and policies

Overall, 82 per cent of newly-recognised employers introduced or developed at least *one* policy or practice since committing to the Standard. Nearly seven in ten new recognitions said that at least one policy or practice was introduced or developed as a direct result of IiP, 31 per cent said that this took place at a *faster rate* and 27 per cent said that the introduction or development was of better quality as a result of IiP intervention.

Table 2.2 outlines in more detail the impact IiP had on specific practices and policies for newly-recognised employers.

The vast majority of new recognitions with equality and diversity policies in place at the time of interview said these policies pre-dated IiP accreditation (84 per cent) and therefore the effect of IiP on equality and diversity policies was rather low (four per cent introduced these policies as a direct result of IiP and six per cent developed their existing policies as a direct result of working towards IiP).

However in areas where new recognitions were less likely to have had policies in place prior to IiP accreditation, the impact of IiP is much greater. Processes for assessing management effectiveness were the most likely policies to be introduced as a result of working towards IiP: 15 per cent of new recognitions with such processes reported that they introduced these as a direct result of working towards the Standard. This is not surprising given that it was the least common policy in place prior to IiP accreditation (50 per cent of new recognitions who had a process for assessing management effectiveness at the time of the survey had this in place prior to IiP recognition). IiP also carried influence in other areas of HR, most notably with regards to staff consultation processes (10 per cent introduced their policies in this area as a direct result of IiP), training plans (nine per cent) and appraisal plans (nine per cent).

In addition to exploring IiP's impact with regard to leading to new practices and policies being introduced, new recognitions were also asked whether pre-existing policies or practices have been developed and improved since committing to IiP and to what extent this development was a direct result of working towards IIP. A quarter of new recognition employers with training plans (26 per cent) and staff consultation policies in place (24 per cent) said these already existed but were developed and improved as a direct result of working towards IiP. Around a fifth said the same for business plans (22 per cent), processes for assessing management effectiveness (22 per cent) and appraisal plans (19 per cent).

New recognitions which developed or introduced each policy/practice after committing to IIP, but stated that these would have happened anyway without the impact of IiP, were also asked whether IiP meant it happened faster than it might otherwise have done. Generally around five to 10 per cent of new recognitions with a certain practice currently in place indicated that involvement in IiP meant it was introduced faster than it would otherwise have been. The figure ranged from 10 per cent of recently-recognised companies reporting that processes for assessing management effectiveness were developed or introduced faster as a result of IiP to just two per cent saying this in regard to equality and diversity policies.

New recognition employers indicating that changes to their practices and policies since involvement in IiP would have happened regardless of their engagement with the IiP Standard were asked whether their current policies were of a better quality as a result of their association with IiP. A majority of these employers did recognise that IiP had assisted in improving the quality of their plans or policies, with the greatest impact being reported in regard to the quality of business plans, processes for assessing management effectiveness and staff consultations (eight per cent respectively). Far fewer felt the same with regard to the impact of IiP in improving the quality of the equality and diversity policies that they would have introduced or developed regardless of their engagement with the IiP Standard (two per cent).

Table 2.2:   **Overview of policies in place among new recognitions**

Type of policy	Appraisal plan	Business plan	Induction plan	Equality diversity policies	Staff consultation	Training plan	Training budget	Process for assessing management effectiveness
Percentages based on all new recognitions (550)								
Policy in place at the time of interview	97%	97%	97%	95%	94%	91%	80%	78%
Percentages based on all new recognitions with each specific policy in place at the time of interview								
Pre-dates IiP	64%	61%	70%	84%	56%	55%	74%	50%
Post-dates IiP but no IiP impact	2%	3%	2%	2%	1%	1%	1%	2%
IiP meant it was developed or introduced *faster*	6%	7%	7%	2%	9%	8%	5%	10%
IiP meant it was developed or introduced *of better quality*	5%	8%	6%	2%	8%	6%	-	8%
Developed as a *direct result* of working towards IiP	19%	22%	15%	6%	24%	26%	12%	22%
Introduced as a *direct result* of working towards IiP	9%	6%	5%	4%	10%	9%	7%	15%

Base: All new recognitions with specific practice or policy in place

Source: Survey C3 (weighted data) – "Still thinking about the policies and practices you currently have in place, I'd like to understand if you already had them in place at the time of committing to IIP, if you've developed further things you were already doing when you committed or if you've introduced them since you committed

Table 2.3 shows that private sector new recognitions were far less likely to have the various practices and policies in place prior to committing to IiP, with the one exception of training plans. For example, 56 per cent of private sector employers who went on to introduce appraisal plans had these in place before committing to IiP, compared to 78 per cent of charities and 79 per cent of public sector organisations. Likewise, among new recognitions with a business plan at the time of interview, those in the private sector were far less likely to have had this plan in place already (51 per cent) than charities (77 per cent) and public sector organisations (80 per cent).

Table 2.3: **Overview of polices in place prior to committing to IiP, by organisation type**

Type of policy	Appraisal plan	Business plan	Induction plan	Equality and diversity policies	Staff consultation	Training plan	Training budget	Process for assessing management effectiveness
Base	*535*	*536*	*536*	*524*	*519*	*503*	*438*	*428*
Total	64%	61%	70%	84%	56%	55%	74%	50%
Private	56%	51%	66%	79%	52%	57%	70%	47%
Charity	78%	77%	82%	96%	63%	52%	78%	47%
Public	79%	80%	78%	93%	63%	53%	87%	67%

Base: All new recognitions with specific practice or policy in place (see base row)

Source: Survey QC3 (weighted data) – "Still thinking about the policies and practices you currently have in place, I'd like to understand if you already have them in place at the time of committing to IiP, if you've developed further things you were already doing when you committed or if you've introduced them since you committed

Table 2.4 shows the proportion of employers with each plan or policy in place at the time of interview indicating either that they introduced each as a result of IiP or that they improved or developed their existing policies as a result of working towards IiP. This is shown overall and by broad type of organisation.

With the exception of training plans, private sector new recognitions were more likely to introduce or develop existing practices or introduce policies as a direct result of working towards IiP than either public or voluntary sector employers. This especially applied to business plans (37 per cent of private sector employers introduced or developed these compared to 13 per cent of charities and seven per cent of public sector employers) and appraisal plans (35 per cent compared to 13 per cent of charities and 14 per cent of public sector employers).

Table 2.4: **The proportion of new recognitions with each policy / practice in place indicating they were either introduced or developed/improved as a direct result of working towards IiP, by organisation type**

Type of policy	Appraisal plan	Business plan	Induction plan	Equality and diversity policies	Staff consultation	Training plan	Training budget	Process for assessing management effectiveness
Base	*535*	*536*	*536*	*524*	*519*	*503*	*438*	*428*
Total	27%	28%	21%	11%	34%	35%	20%	37%
Private	35%	37%	25%	15%	39%	34%	24%	40%
Charity	13%	13%	10%	3%	25%	35%	18%	35%
Public	14%	7%	15%	4%	24%	37%	7%	25%

Base: All new recognitions with specific practice or policy in place

Source: Survey QC4 (weighted data) – "Would you say the introduction/development of this practice or policy was a direct result of working towards IiP, or would these changes have been made anyway?"

2.9   Policy changes at an overall level

The previous sections have examined the impact of IiP on the introduction and development of specific policies and plans. As we have seen, overall four-fifths of new recognitions (82 per cent) had developed or introduced at least one of these policies and practices since committing to IiP. Of these employers who introduced or developed at least one policy or practice since committing to IiP, 84 per cent said this was as a direct result of working towards IiP recognition, equivalent to 69 per cent of all new recognitions. This section examines some variations in the introduction of development of at least one policy or practice by organisation type .

Whereas 69 per cent of new recognitions had introduced or developed plans and practices as a direct result of working towards IiP, this was more common in the private sector: 73 per cent of private sector organisations had done so compared to 58 per cent of public sector organisations and 60 per cent of charities.

There was also a noticeable difference by size of organisations: 76 per cent of new recognitions with fewer than 25 employees noted changes as a result of working towards IiP compared to just 54 per cent of new recognitions with over 100 employees. Northern Ireland new recognitions were also more likely to have introduced changes as a result of working towards IiP (86 per cent).

Figure 2.6:   IiP impact on at least one employer practice or policy among new recognitions

■ All new recognitions *(Base 550)*   ■ Private sector *(Base 365)*   ■ Charities *(Base 101)*   ■ Public sector *(Base 83)*

Any introduced since committing to IIP
- 34%
- 40%
- 21%
- 24%

Developed or introduced since committing to IIP
- 82%
- 86%
- 79%
- 69%

Developed or introduced as a direct result of working towards IIP
- 69%
- 73%
- 60%
- 58%

IIP meant it was developed or introduced faster
- 31%
- 31%
- 34%
- 25%

IIP meant it was developed or introduced to a higher quality
- 27%
- 25%
- 29%
- 30%

Any plan written as a direct result of IIP or IIP improved speed or quality
- 81%
- 84%
- 78%
- 69%

C2-6 Summary: Overall impact of IIP on new recognition employers' practices and policies

2.10   Impact of IiP on training practices

New recognitions whose organisations had made changes to their training practices as part of the IiP process (40 per cent of all new recognitions) were asked additional questions to assess the changes in training activity since committing to IiP (note, this was 'since' rather than 'because' of IiP). Among these employers:

- 61 per cent reported an increase focus in leadership and management training (equivalent to 25 per cent of all new recognitions);

- 60 per cent reported an increase in the amount of training received by staff (equivalent to 24 per cent of all new recognitions);

- 52 per cent reported an increase in the proportion of staff receiving training (equivalent to 21 per cent of all new recognitions).

Private sector new recognitions were much more likely than average to report increases in the amount of training received by staff (28 per cent of all private sector new recognitions reported this had happened since their commitment to IiP, compared with 16 per cent among public sector new recognitions and 19 per cent of voluntary sector employers) and in the proportion of staff receiving training (24 per cent, twice the level reported by public sector employers).

2.11 Areas reviewed by renewals

Those who had renewed their IiP Standard were asked to identify the types of policies and practices they reviewed in order to meet IiP requirements. Overall 71 per cent of all renewals had reviewed at least one of the policies or practices listed in Table 2.5. The most common elements actively reviewed during re-accreditation were employee training plans (50 per cent of those that had a training plan at the time of renewing) and business plans (48 per cent). Training expenditure budgets (25 per cent) and equality and diversity policies (27 per cent), where these existed, were far less likely to have been reviewed.

Table 2.5:   Areas actively reviewed by renewals overall and by size, among those with each in place at the time of renewing

	Base	<250 staff	250+ staff	Renewals overall
Training plan	399	53%	37%	50%
Business plan	439	51%	35%	48%
Appraisal plan	446	42%	31%	40%
Process for assessing management effectiveness	363	38%	30%	37%
Staff consultative process	405	39%	29%	37%
Induction plan	442	32%	27%	31%
Equality and diversity policies	428	29%	18%	27%
Training expenditure budget	401	27%	13%	25%

Base: All renewals with each plan/policy in place when interviewed (450), see base column

Source: Survey QC9 (weighted data – "Did you actively review any of these policies when you came to renew your IiP recognition?"

There was generally little difference between those renewing and reaching a standard level of IiP, and those renewing and reaching a higher level, except with regards to those reviewing their business plan: only 38 per cent of renewals who had reached a higher award actively reviewed this, compared to 51 per cent of renewals who had reached the standard award.

Some differences exist by type and size of the renewing organisation:

- Private sector employers were generally far more likely to review certain aspects of the IiP reaccreditation process, especially compared to public sector employers. For example among those with management effectiveness processes in place at the time of renewing, 41 per cent of private sector employers actively reviewed this process compared to 28 per cent of public sector employers.

- Small and medium sized organisations (with fewer than 250 staff) were far more likely to actively review their practices and policies than those at large organisations, as shown in Table 3.5.

2.12   Changes renewing organisations made as a result of their review

After ascertaining which policies and practices were reviewed for IiP renewal, employers were asked whether any changes were made as a direct consequence of this review: the aim here was to identify the impact of the IiP renewal process compared against general business development that might have happened anyway.

Overall half (51 per cent) of all renewals made changes to at least one policy or practice as a result of reviewing it for the renewal process. Figure 2.7 shows that of those who actively reviewed each policy and practice, which ranged from 25 per cent to 50 per cent per policy, the most common areas where change resulted related to the staff consultative process, appraisal plans and training plans. In each case just over half of those reviewing the plans / policies indicated this led to changes being made.

Less change was noted in relation to equality and diversity policies (25 per cent). It is interesting to note while nearly half of all employers (48 per cent) actively reviewed their business plan, less than a third of these (32 per cent) actually went on to make changes as a result.

Figure 2.7:   Change resulting from review of IiP recommended policies

Base: All renewals who had specific policy in place (shown in brackets)
C9 – Did you actively review any of these policies when you came to renew your IIP recognition?
C10 – Did you make any changes as a result of this review that would not have been made otherwise?
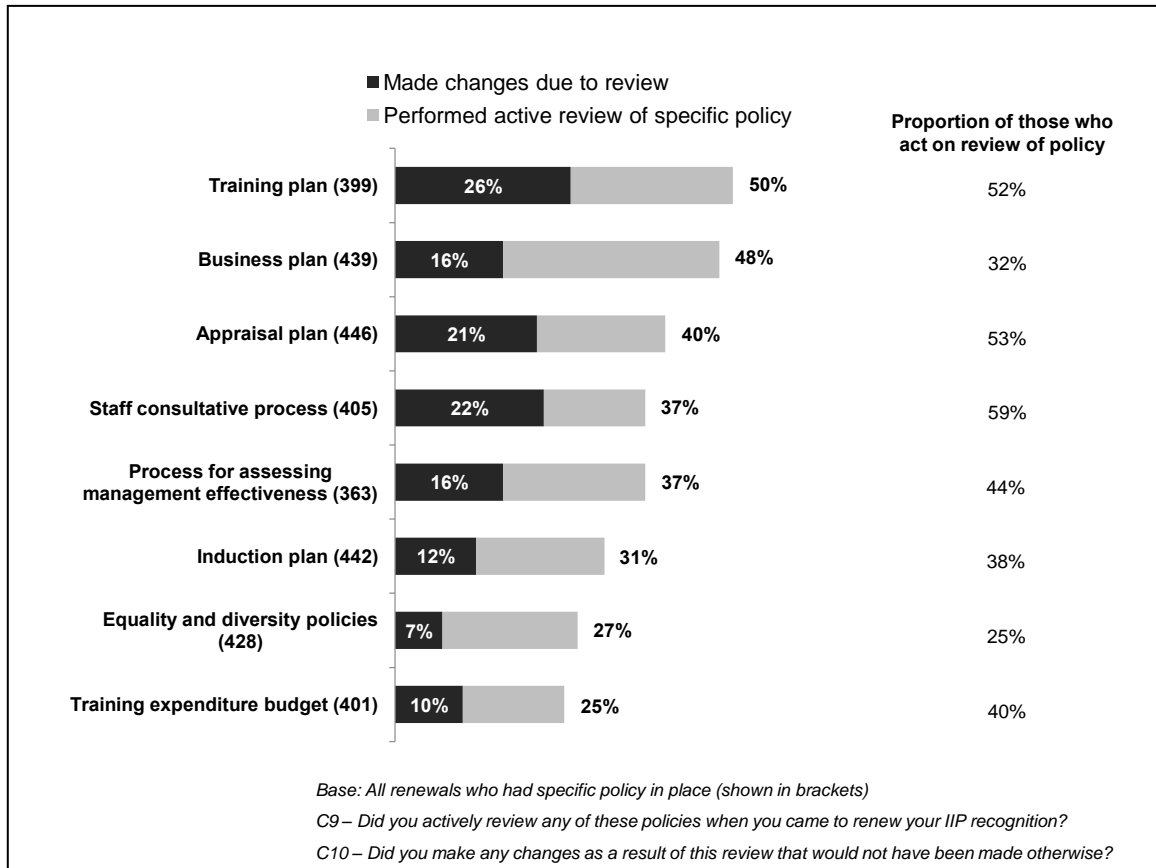
As one might expect, change was far more common among employers who had achieved a higher award. Just over three-quarters of 'higher' level employers who reviewed their staff consultative process made changes (76 per cent compared to 56 per cent of 'standard' level employers), while half reviewing their business plan made changes (49 per cent compared to 29 per cent of 'standard' level employers). Although 'standard' level employers were just as likely to review their policies as 'higher' level employers, 'higher' level employers were far more likely to make changes as a result of this review.

Whilst large employers were less likely to review their policies, they were generally more likely to perform changes as a consequence of this review. For example, 56 per cent of renewals at large organisations (with 250 employees or more) that reviewed their induction plans made changes to these plans compared to 35 per cent of employers at smaller organisations (with fewer than 250). Similarly 48 per cent of large organisations reviewing their business plan made changes compared to 30 per cent of employers at smaller organisations.

2.13   Perceived challenges of IiP recognition or renewal

We have seen that most employers reviewed at least some of their policies and practices when renewing and around half made changes as a result. It is interesting to see how those renewing felt the process compared with their initial recognition.

Most (60 per cent) employers felt the renewal process was easier than when working towards their first IiP recognition, indeed nearly a quarter (23 per cent) felt the renewal process was a lot easier. In comparison, a fifth (20 per cent) of all renewal employers felt the renewal process was harder than their first recognition.

The level of the IiP award that employers achieved appears to influence whether they saw their renewal process as more difficult or not. Of renewals who achieved a higher level of award, 45 per cent found the renewal process harder, compared to just 14 per cent of renewals who received the 'standard' level IiP award. Three-quarters (75 per cent) of smaller companies (fewer than 25 employees) found the renewal process easier, compared to 58 per cent of employers in medium-sized (25-99 employees) and 49 per cent of employers in larger (100+ employees) companies.

Figure 2.8:   How the renewal process compared to when first working towards IiP recognition

B14 – How did the renewal process compare to when you were first working to achieve IIP recognition?

N.B. "The same" and "Don't know" responses not shown
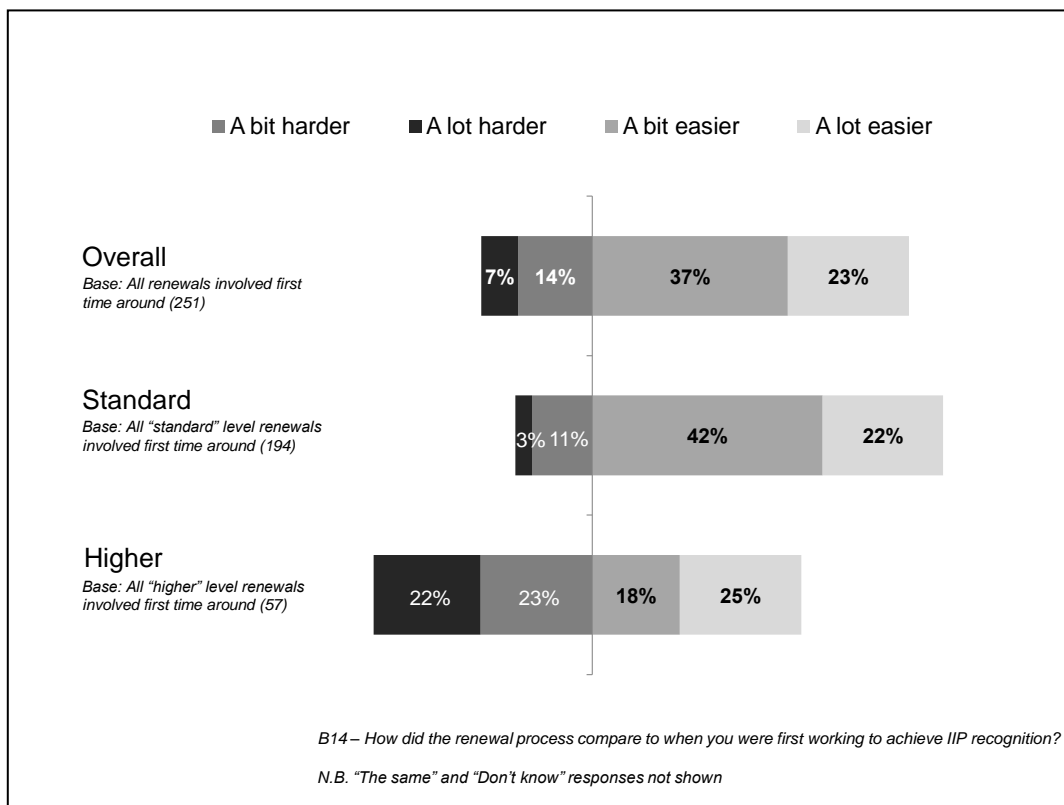
2.14   Conclusions

Employers initially engage with IiP in order to gain 'benefits by association' with IiP as a recognised, well-respected Standard and 'benefits by practice' to drive change and improve people management practices.

Many existing employers renew their accredited status as they agree that IiP is a recognised, well-known Standard. Smaller employers (25-99 staff) were more likely to renew IiP to drive change and improve their people management practices compared to larger workplaces of 100 or more staff.

Over half of all newly-recognised and renewing employers (54 per cent) felt that IiP was very important to their business strategy, scoring eight or more out of ten in terms of importance. Where IiP is felt to be important to an employer's customer base, the Standard is also deemed as central to their business strategy.

In terms of distance travelled to achieve the IiP, the majority of employers surveyed had most policies in place when they committed to the Standard. Half of newly-recognised employers (51 per cent) said that only minimal changes (1-3 out of ten) were required in order for them to achieve the Standard. A further 42 per cent scored in the mid-range (4-7 out of ten) in terms of changes required to meet IiP

When asked about specific policies and practices though, the majority of employers did make some form of change to their organisation in order to achieve initial accreditation: 82 per cent of newly-recognised employers had introduced or developed at least one policy or practice, most often in the areas of assessing management effectiveness, training plans and consulting staff about change. Around seven in 10 (69 per cent) of new recognitions said that at least one policy or practice was introduced or developed as a direct result of IiP.

It is encouraging that the vast majority of renewing employers (71 per cent) actively reviewed at least one of their business and HR practices and policies during the re-accreditation process. This gives credence to the renewal process as far more than a 'tick-box' exercise, with a further 51 per cent of renewing employers made changes to at least one policy or practice as a result of this review.

Overall, smaller organisations and those employers operating in the private sector report more changes to policies and practice to achieve the Standard, and hence it is in these areas where the IiP impact is currently greatest in driving change.

3.   Support through the IiP journey

Summary

The vast majority of employers (83 per cent) had an initial meeting with an IiP specialist before engaging in the process of recognition or renewal, with this much more common for employers in Scotland (92 per cent) and Wales (88 per cent) than in England (81 per cent). Most employers found this initial meeting very helpful (a mean score on a one to 10 scale of 8.6).

Just over nine in ten employers had dealings with an IiP specialist before or during the renewal or recognition process. Satisfaction with all aspects of the support from IiP specialists was high, including their explanation of the recognition/renewal process and what would be required to achieve IiP, their understanding of the specific employer's requirements, and the level of support offered through the process (mean scores ranged from 8.5 to 9.0 out of 10).

The IiP website was the most common additional source of information and support, used by a quarter of all employers. Users were generally satisfied that the website had all the information required (a mean of 7.9), though those seeking a higher level award were less likely to be extremely satisfied on this measure.

Employers reported very high satisfaction levels for all elements of the assessment process, indicating that they felt that the process was generally transparent, fair and relevant for their organisation. (It should be noted of course that all employers in the survey had achieved IiP accreditation and therefore had been successful in working with the Standard.)

Reflecting high levels of satisfaction, half of employers were unable to think of possible improvements in the IiP process. The most common suggestions were reducing the cost of the specialist (10 per cent of all employers) and more direct contact and support being provided by IiP (eight per cent).

3.1 Introduction

This chapter explores the information and support used by employers to help them achieve accreditation, including the use and perceived helpfulness of IiP specialists and the IiP website. The findings help understand the experience of employers in reaching IiP recognition, and how they could be better supported.

3.2 Contact with the IiP specialist

Throughout the IiP accreditation process, HR staff are encouraged to liaise with an IiP specialist in order to assist their development towards recognition or renewal. This meeting is designed to advise HR representatives on how the assessment will work and enable the specialist to find out about their organisation, so the IiP process can be specifically tailored for them.

This section explores the level, quality and helpfulness of the contact employers had with IiP specialists.

Employers were first asked whether they had had a meeting with an IiP specialist before engaging in the process of recognition or renewal. Figure 3.1 shows that the majority of employers (83 per cent) had this initial meeting with an IiP specialist, with this more common for employers in Scotland (92 per cent) and Wales (88 per cent) than in England (81 per cent). Across IiP centres within England, there were significantly lower proportions of employers who had had an initial meeting in the South East (74 per cent) and the West Midlands (76 per cent).

Most employers mostly found this initial meeting to be very helpful: on a scale of one to 10 with 10 being 'extremely helpful', the mean score was 8.6. Only four per cent of those having a meeting with an IiP specialist were indifferent or thought it unhelpful (a score of one to five).

There was little difference in the perceived helpfulness of IiP specialists between renewals and new recognitions, which shows even employers familiar with the requirements of IiP find the meeting beneficial. The mean score was lower than average from those dealing with the London IiP centre (a mean score of 7.5). This stemmed from a high proportion (24 per cent) who seemed indifferent about how helpful the meeting had been (scores of four to five out of 10).

In total eight per cent of employers had no contact whatsoever with their IiP specialist in their most recent IiP recognition process, either before or during the process. Those renewing were significantly more likely not to see a specialist (nine per cent compared to five per cent of new recognitions), something likely to reflect that renewals often felt sufficiently knowledgeable about the process.

Exactly half of employers who had contact with an IiP specialist while working towards recognition did so once or twice a month. A further nine per cent of employers had contact with their specialist on a weekly or more frequent basis while around a third (36 per cent) of employers were in contact with their specialist less than once a month.

Figure 3.1: Frequency of contact with an IiP specialist

Base: All respondents who had contact with an IIP specialist (931)
B6 – On average how often did you have contact with an Investors in People specialist whilst you were working towards recognition / renewal
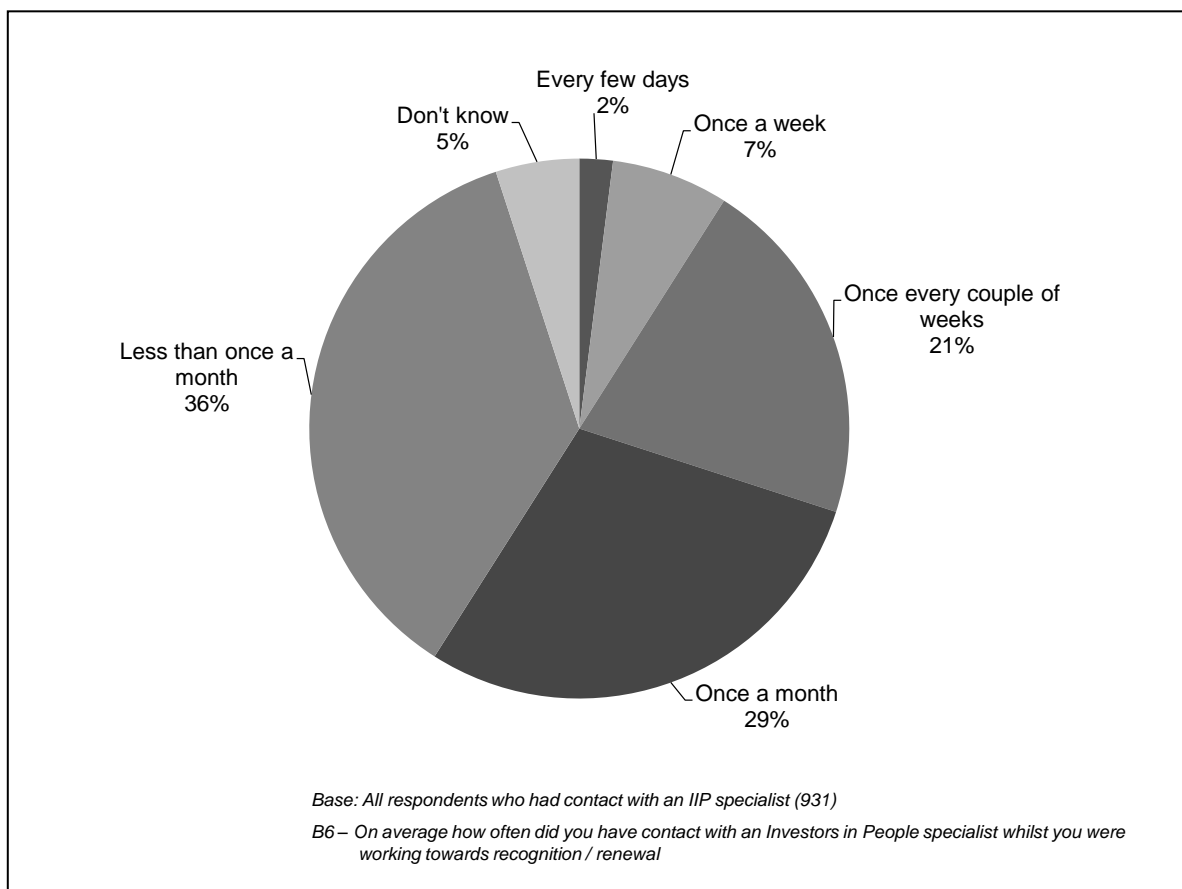
There were no significant differences between renewals and new recognitions with regards to the frequency of contact with an IiP specialist. However, it does appear that in order to achieve a higher level of IiP, more meetings were required with the IiP specialist. Of employers who had achieved a higher award 38 per cent saw their specialist at least once every couple of weeks compared to 28 per cent of employers who achieved the standard award.

Employers in Wales reported the lowest levels of frequency of contact with their IiP specialist: 47 per cent saw their IiP specialist less than once a month. Interestingly employers that worked with the London IiP centre were contacted by their specialist on a far more frequent basis than any other centre: 16 per cent had contact with their specialist once a week, compared to seven per cent UK-wide. Therefore despite a less positive rating among London employers for the helpfulness of the initial meeting, this did not deter them from engaging in further contact with the specialist.

3.3   Satisfaction with support from the IiP specialist

Just over nine in ten employers had dealings with an IiP specialist whilst going through the renewal or recognition process. These employers were asked how satisfied they were for five different aspects of the role of the specialist: their explanation of the recognition/renewal process and what would be required to achieve IiP, their explanation of the benefits of achieving IiP recognition or renewal, their understanding of the specific requirements of the employers' organisation, the support offered through the recognition or renewal process, and whether sufficient levels of contact were provided. Results are summarised on Figure 3.2.

On the whole employers were very satisfied with the quality of contact they had with their IiP specialist: mean scores across all five measures were very high, ranging from 8.5 to 9.0 out of 10.

Results were most positive regarding the IiP specialists providing a good explanation of the IiP process (90 per cent of employers gave a rating of 8 or more, and the mean score was 9.0).

Levels of satisfaction with the IiP specialist's explanation of the benefits of achieving recognition or renewal, whilst still high, were slightly lower than other areas of the IiP specialist's remit. The mean score was 8.5 and 22 per cent of employers gave a score of less than eight out of 10.

Figure 3.2:   How satisfied employers were with the IiP specialist contact

Base: All respondents who had contact with an IIP specialist (931)
B7 –How satisfied were you with the IIP specialist for each of the following? Please use a 1 to 10 scale where 1 is very dissatisfied and 10 is very satisfied
N.B. "Don't know" responses not shown
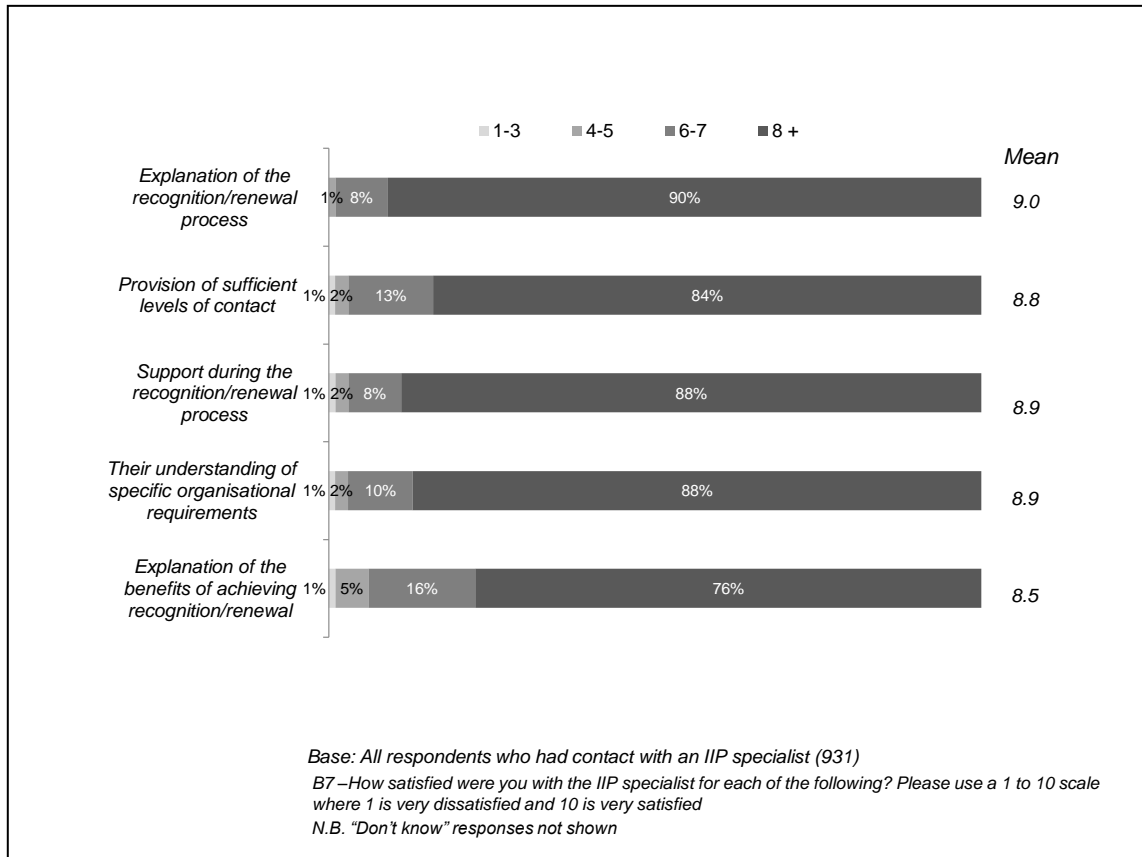
While satisfaction is high among all groups, employers operating in the private sector tended to be somewhat less satisfied with their dealings with the IiP specialist than public sector employers. The difference was particularly marked in regard to the following (percentages show the proportion very satisfied (giving a rating of eight or higher)):

- Their explanation of what the recognition / renewal process involves (96 per cent of public sector employers very satisfied compared with 88 per cent of private sector employers).

- The provision of sufficient levels of contact (92 per cent of public sector employers very satisfied compared with 79 per cent of private sector employers).

There was also noticeable regional variation within England, with organisations from the North generally much more satisfied with their IiP specialist than organisations from elsewhere in England. For example, with regards to the specialist's explanation of the benefits of achieving recognition/renewal, the mean satisfaction score for organisations based in the North of England was 8.8, compared to 8.2 for organisations in the South. Similarly, the mean satisfaction score for those based in the North of England was 9.2 for the level of contact they received from the IiP specialist. This fell to 8.9 in the South and 8.6 in the Midlands.

To gauge the usefulness of the advice and information received from the IiP specialist, employers were asked their satisfaction levels with the quality and relevance of the advice and information, as well as how easy it was to understand and the level of detail given. Again most employers were very satisfied with the advice and information they received from their IiP specialist, with all aspects of this (quality, relevance, ease of understanding and level of detail), receiving mean scores of between 8.8 and 9.0.

Figure 3.3:   Satisfaction with the advice and information given

Base: All respondents who had contact with an IIP specialist (931)
B8 – Thinking of the advice and information you received from the IIP specialist, using the same scale where 1 is very dissatisfied and 10 is very satisfied, how satisfied were you with...
N.B. "Don't know" responses not shown
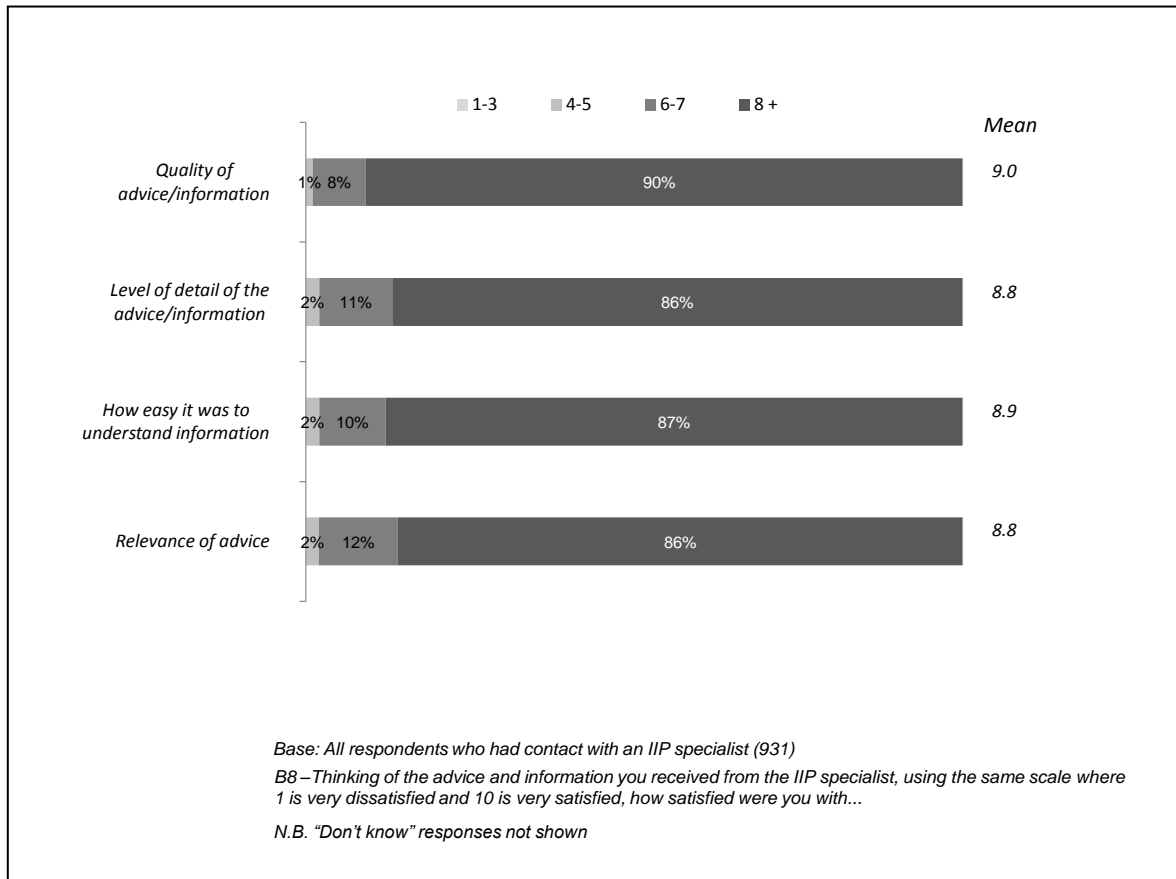
Employers expressing any dissatisfaction with any aspect of the advice or information from the specialist were asked how it could have been improved. The responses collected tended to be quite specific, and included mentions that the advice was not appropriate for the requirements of the organisation, that there was a poor clarity of information and that specialists were poorly-prepared. Examples included the following:

"More specific - instead of talking round the point actually stating what it is, more straightforward."

"There were no suggestions as to how we could improve life/work balance. We are very people friendly. They couldn't translate policy into business practice."

"She just didn't seem structured in the way that she presented it to us. I got more from the literature and booklets. She had no idea of time management. I found she rambled."

3.4   Other sources of information to help achieve IiP recognition

Employers were asked which sources of information (other than the IiP specialist), if any, they used in order to help achieve IiP recognition or renewal. Overall half (50 per cent) had used at least one source of information. Predictably this was far higher among new recognitions (64 per cent) than renewals (47 per cent). Similarly those who attained a higher level of IiP were more likely to seek other sources of information in addition to their IiP specialist: (63 per cent compared to 48 per cent of employers who had achieved the standard award).

By far the most common source of information used for this purpose was the IiP website: 24 per cent of all employers had used it, rising to 31 per cent among new recognitions. The next most popular sources of information were IiP courses and briefing sessions (five per cent) and other websites and general internet searches (five per cent).

Table 3.1 shows the different sources of information other than an IiP specialist that had been used, listing those mentioned spontaneously by at least two per cent of all employers. The table highlights certain differences between new recognitions and renewals, most notably new recognitions were more likely to use a variety of IiP and non-IiP sources, in particular the website (31 per cent) compared to renewals (22 per cent), but also networking with other employers working towards the Standard (10 per cent compared to three per cent respectively) and paying for consultants (eight per cent among new recognitions and two per cent among renewing organisations).

Table 3.1: Sources of information other than IiP specialist used to help achieve IiP recognition/renewal (spontaneous)

	All	New recognition	Renewal
Base (all)	1,000	450	550
	%	%	%
Any	**50**	**64**	**47**
IiP website	24	31	22
IiP courses, briefing sessions etc.	5	4	5
Internet / other websites	5	3	5
Other employers who had worked towards IiP	4	10	3
Paid for consultants	4	8	2
Industry body	3	5	2
Other courses, briefing sessions etc.	3	4	2
In house managers and other colleagues at work	2	2	2
Business Link	2	2	2
IiP Literature / booklets / newsletter	2	2	2
Other booklets / literature	2	2	1

Source: Survey (weighted data) – QB10 "In addition to the IiP specialist, what sources of information or advice, if any did you access to help your organisation/site/department achieve IiP recognition/renewal?" Unprompted list.

3.5 Use of and satisfaction with the IiP website

The IIP website is regarded as a useful tool for arranging meetings with IiP specialists, contacting the local IiP Centre and finding resources that will help develop company policies. Three-quarters (74 per cent) of all employers reported they had accessed the IiP website in the 12 months prior to the survey taking place, slightly higher among new recognitions (78 per cent) than renewals (72 per cent).

By subgroup:

- Those in Financial Services (81 per cent) and Real Estate (86 per cent, though a low base should be noted) were more likely to visit the website than other sectors, while those in Health (68 per cent), Government (64 per cent) and Construction (69 per cent) were much less likely to have accessed the website.

- Employers in Northern Ireland (87 per cent) and Scotland (84 per cent) were significantly more likely than average to have accessed the website. In Wales just three-fifths (59 per cent) had done so.

On the whole employers were in agreement that the IiP website contained all the information they required. The mean satisfaction score for this element was 7.9 (on a one to 10 scale). Results suggest that the website could do more to help those seeking to achieve a higher level of IiP: while 24 per cent of employers who had achieved the standard award were completely satisfied with the website (a score of 10 out of 10), this applied to 13 per cent of those employers who achieved a higher level IiP award. Renewals (a mean of 7.9) also found the website slightly less helpful than new recognitions (8.2).

Figure 3.4: Satisfaction that the IiP website contained all the information required

	1-3	4-5	6-7	8 +	Mean
Overall (Base: 768)	1%	7%	28%	62%	7.9
New recognitions (Base: 430)	1%	4%	23%	69%	8.2
Renewal (Base: 338)		8%	30%	60%	7.9

B10B – Overall how satisfied were you that the website contained all the information you needed?
Base: All those who had visited the IIP website
N.B. "Don't know" responses not shown
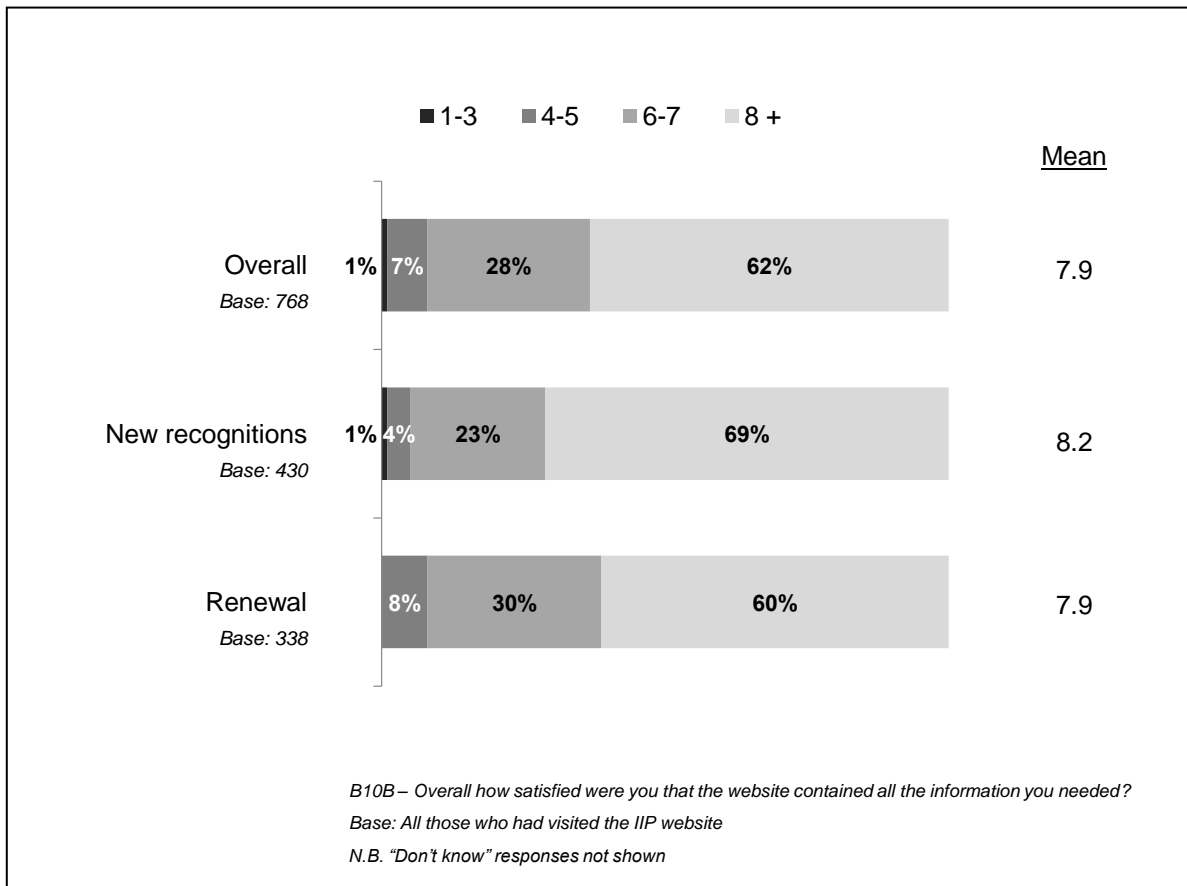
3.6   Satisfaction with the assessment process

In order to understand how employers viewed the assessment process, they were asked how satisfied they were with whether the relevant information was considered in the assessment, whether the report was a fair and accurate reflection and whether they felt the assessor understood their company's individual situation. Results are shown on Figure 3.5.

Overall employers gave very high satisfaction levels with all these elements of the assessment process, indicating that they felt that the process was generally transparent, fair and relevant for their organisation. It should be noted of course that all employers in the survey had achieved IiP accreditation and therefore had been successful in working with the Standard.

Figure 3.5:   Satisfaction with the IiP assessment

Base: All respondents (1,000)

B11 – To what extent were you satisfied or dissatisfied with the following elements of the assessment?

N.B. "Don't know" responses not shown
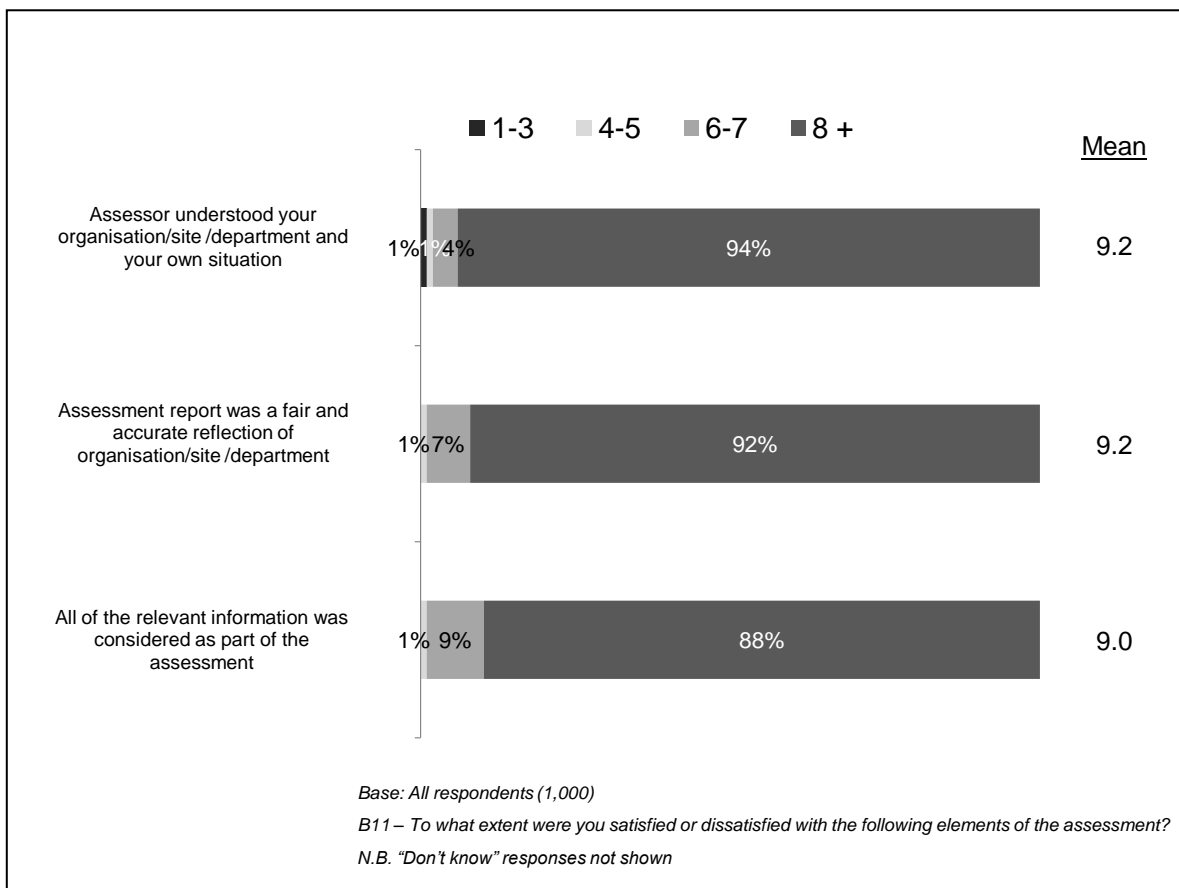
The majority of employers were satisfied that all of the relevant information was considered as part of the assessment, with a mean satisfaction score of 9.0 out of 10. Private sector organisations tended to be slightly less satisfied that this was the case (a mean score of 8.9 compared to 9.2 for both charities and public sector organisations). Employers in Scotland were generally slightly less satisfied than average (a mean of 8.7 compared with 8.9 in Wales, 9.0 in England and 9.1 in Northern Ireland).

Employers reported even higher levels of satisfaction for the assessment report being a fair and accurate reflection of their organisation (a mean of 9.2). New recognitions reported slightly higher satisfaction levels with the assessment report compared to renewals (a mean of 9.3 compared to 9.1). Once more, employers in Scotland were less satisfied with this aspect of the assessment process (8.9 mean).

There was widespread satisfaction for the way assessors understood employers' organisations and situations (a mean score of 9.2), a result which varied little by size, geography, sector or type of employer.

3.7 Suggested improvements in the IiP process

All employers were asked how the IiP recognition or renewal process could be improved. Half were unable to think of any improvements.

The most frequently suggested improvement was a reduction in the cost of the IiP specialist (10 per cent of all employers), followed by more direct contact or support from IiP (eight per cent) and clearer information on IiP elements such as the higher level bandings (six per cent).

Renewals were more likely to suggest reducing the cost of the IiP specialist (11 per cent) than new recognitions (six per cent).

Those attaining a higher level of IiP were more likely to have suggestions for improvement (59 per cent), in particular relating to better information about bandings (10 per cent compared to five per cent among standard level employers) and wanting a process more closely tailored to suit the organisation (eight per cent). Public sector employers were more likely than average to have suggested improvements (66 per cent), with a large proportion advocating a reduction in cost of the IiP specialist (20 per cent compared to 10 per cent overall) and better tailoring of the process (17 per cent compared to five per cent overall).

Figure 3.6:   Employers' suggestions of how IiP could be improved (unprompted)

Base: All respondents (1,000)

B13 - How could the IIP recognition/renewal process be improved?
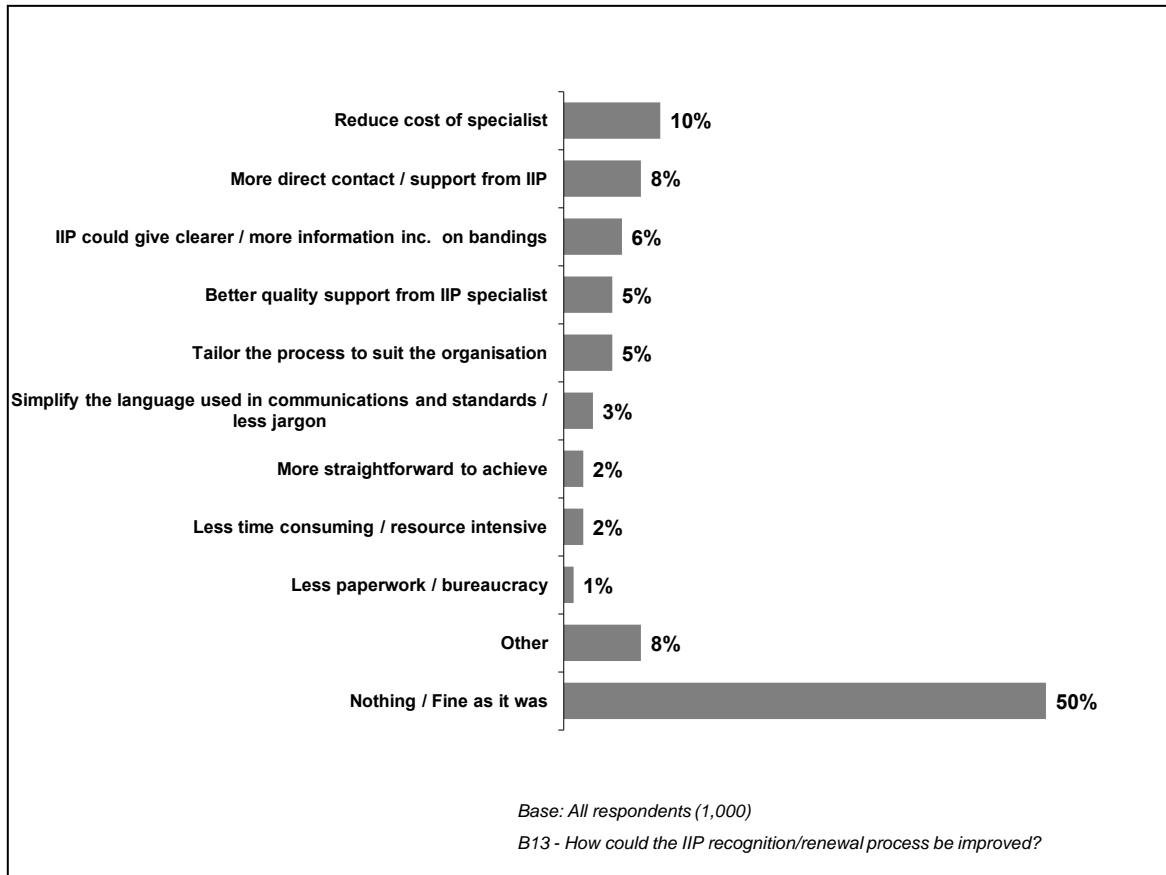
Employers in the Education sector were the most likely to cite areas for improvement, particularly a reduction in cost of specialists (23 per cent compared to 10 per cent overall) and a tailoring of the process to suit the organisation (15 per cent compared to five per cent). It is also worth highlighting that employers in the Health sector particularly emphasised the need for more direct contact or support from IiP (34 per cent compared to eight per cent overall) and for better quality support from the IiP specialist (19 per cent compared to five per cent overall).

Employers in Northern Ireland were more likely than average to want more direct contact or support from IiP (15 per cent compared to eight per cent UK-wide).

3.8   Conclusions

Nearly all employers used support from IiP during the process of recognition or renewal; most commonly this involved dealings with IiP specialists before or during the process (nine in ten). There appears to be quite wide geographic variation in the extent to which employers meet with IiP specialists, and the frequency with which these meetings take place. Although this does not translate in a straightforward way to different geographic patterns in satisfaction with their dealings with IiP specialists, a more standardised approach might be considered.

New recognition employers and those working towards the higher level of accreditation appear to require the most extensive support for IiP and non-IiP sources including the IiP website, networking with other employers and the use of paid consultants.

The IiP website scored highly in terms of satisfaction with the content (mean score 7.9). Satisfaction with the assessment process is very high in terms of the assessor understanding the employer's situation, the assessment report was a fair and accurate reflection and all relevant information was considered in the assessment.

Although satisfaction is high among all groups of users with the support provided by IiP, around half of employers had suggestions for improvements. Although these often related to the costs rather than the quality of the support provided, around five per cent spontaneously mentioned such aspects as more contact with IiP, more clarity in the information provided, simplifying the language used, and enabling the accreditation process to be more tailored to individual organisations. Reflecting the need for less extensive support, renewals were more likely to suggest reducing the cost of the IiP specialist (11 per cent) than new recognitions (six per cent).

There are also some signs that the website is less likely to completely satisfy those working towards the higher level, and some consideration might be given to how it could be more tailored to this group.

4.   Organisational-level impact

Summary

Most employers (seven in ten) reported business improvement had resulted from their holding of, or working towards, IiP. Improvements as a result of IiP were more often reported by private sector employers (74 per cent, compared with 65 per cent among public sector organisations), and among those in Scotland and Northern Ireland (82 per cent and 79 per cent respectively, compared with 70 per cent among those in England and Wales).

IiP has most impact in improving the ability of staff to do their jobs (47 per cent of all employers felt IiP had had this impact), increasing workforce productivity (42 per cent) and improving the quality of products and services (41 per cent). Around a third also felt IiP had improved customer / user satisfaction and improved staff commitment. Around a fifth of private sector employers felt it had led to an increase in their profits or sales.

Renewals were more likely than new recognitions to report increases in productivity, the ability of staff to do their job, the quality of their products or services, and customer satisfaction as a result of IiP, whereas new recognitions were more likely to say IiP had improved staff commitment.

Most employers feel the extent of business benefits gained through involvement in IiP has been in line with their expectations (71 per cent), and it is encouraging that a sizeable proportion of employers feel the benefits have been more than expected (23 per cent). Just two per cent feel the extent of benefits has been less than expected. Clearly the general finding is that employers are entering their IiP journey with broadly correct assumptions of the benefits it will deliver. Employers with a higher level of award or who made more changes to policies and practices to achieve IiP were more likely to report higher levels of benefits than expected.

 The vast majority of employers (89 per cent) felt that having IiP status has had a positive effect on their organisation, with almost two-fifths (38 per cent) saying it has had a significant positive impact.

4.1   Introduction

This chapter assesses the extent to which IiP leads to improvements for the organisations, sites and departments which achieve accreditation. These questions covered workforce development, HR issues, the impact on products and services and the impact on profit and sales.

4.2   The impact of IiP

Table 4.1 presents the changes that IiP-accredited employers have seen since recognition. In terms of impact, many employers have reported increases in the ability of staff to do their jobs (57 per cent), in the quality of products and services they provide (54 per cent) and the overall productivity of the organisation's workforce, (53 per cent). By contrast, 16 per cent of IiP employers saw an increase in the quality of job applicants.

Employers were least likely to say that they saw no change in the ability of staff to do their jobs (33 per cent), confirming the extent of impacts felt in this area. Most organisations felt that the incidence of needing to take disciplinary action (73 per cent), recruitment costs (69 per cent), staff turnover (69 per cent) and absenteeism rates (69 per cent) stayed the same since they recognised with IiP. However, following recognition, a sizeable minority of organisations saw a reduction in staff absenteeism (21 per cent); a further 13 per cent of employers saw a reduction in staff turnover and seven per cent of employers had experienced falling recruitment costs which suggest that the Standard has a substantive positive impact on staff recruitment and retention.

Some employers (12 per cent) have reported that the profit made by their organisation has decreased since they achieved the Standard; however it is not known whether this is attributable to IiP or wider factors.

A few organisations (12 per cent) felt that it was too early to say whether profit levels had changed since recognition, alongside the quality of job applicants (11 per cent) and customer satisfaction (10 per cent).

Slightly more respondents were unsure as to whether there had been any changes to their level of profit (13 per cent) and sales volumes (12 per cent) than other factors.

Table 4.1: Changes to employers since IiP recognition

Change since IiP recognition	Base *weighted*	%	Increased	Stayed the same	Decreased	Too early to say	Don't know
The quality of products or services you provide	4,296	%	54	35	-	8	3
The productivity of the workforce	4,296	%	53	34	1	8	4
The ability of staff to do their jobs	4,296	%	57	33	0	6	4
Volume of sales	2,570	%	31	40	11	6	12
Satisfaction among your customers or users of your service	4,296	%	45	39	0	10	5
The profit made by the organisation/site/ department	2,570	%	28	35	12	12	13
Absenteeism among staff	4,296	%	2	69	21	3	5
Staff commitment to the organisation	4,296	%	41	49	1	6	3
Staff turnover	4,296	%	9	69	13	4	4
Recruitment costs	4,296	%	10	69	7	7	6
The incidence of needing to take disciplinary action	4,296	%	7	73	11	6	4
The quantity of job applicants	4,296	%	30	53	4	7	6
The quality of job applicants	4,296	%	16	61	4	11	8

Base: All employers (unweighted: 1,000); Volume of sales and profit: private sector employers only (unweighted: 614). Source: Survey (weighted data) – QD1 / QD3-Since becoming recognised by Investors in People have the following increased, stayed the same or decreased?

Overall seven in ten employers (71 per cent) indicated that some business improvement had arisen in their organisation at least in part as a result of holding or working towards IiP. This varied little between new recognitions (73 per cent) and renewals (71 per cent) or by size of employer, but was higher among private sector employers (74 per cent, compared against 70 per cent among voluntary sector employers and 65 per cent among those in the public sector), and among those in Scotland and Northern Ireland (82 per cent and 79 per cent respectively, compared with 70 per cent among those in England and Wales).

On specific measures, holding IiP accreditation was seen to have most impact in improving the ability of staff to do their jobs, increasing workforce productivity and improving the quality of products and services (see Figure 4.1). The IiP Standard was also seen as beneficial for improving levels of customer and user satisfaction and in improving staff commitment. Fewer employers overall had seen an increase in their profit and sales since accreditation, however the majority of those who had, felt that holding IiP had contributed to the improvement.

The area in which IiP was seen as least influential was in recruitment, particularly in terms of the costs involved, but also on the quantity or quality of job applicants. This is not just because many may not have been recruiting: the proportion of employers saying an improvement in these aspects of recruitment had occurred since IiP that attribute these improvements to IiP was lower than average.

The reported levels of improvement in other HR measures (staff turnover, absenteeism and the incidence of disciplinary action) were generally much lower than other measures, although for those employers who had seen improvements in these areas around half felt that IiP had been influential in leading to these developments. It is important to note that organisations were not necessarily seeking these improvements in their business performance, for example, we cannot report what proportion of businesses expected IiP to improve the ability of their staff to do their job. Chapter 2 reported a variety of motivations in working towards IiP, and we have seen that employers generally felt benefits met or exceeded expectations. This section explores the additional impact of IiP on a range of potential, but not necessarily sought after, business performance measures.

Figure 4.1: Improvements occurring following IiP accreditation and the extent to which IiP contributed (prompted)

Base: All respondents (1,000)
D1/D3 -Since becoming recognised by Investors in People have the following increased, stayed the same or decreased?
D2 /D4 - So do you attribute the change, to holding the Investors in People standard or the changes made in order to achieve it to a large extent, to some extent or did it not play a part?
N.B. Those who did not see an improvement are not shown
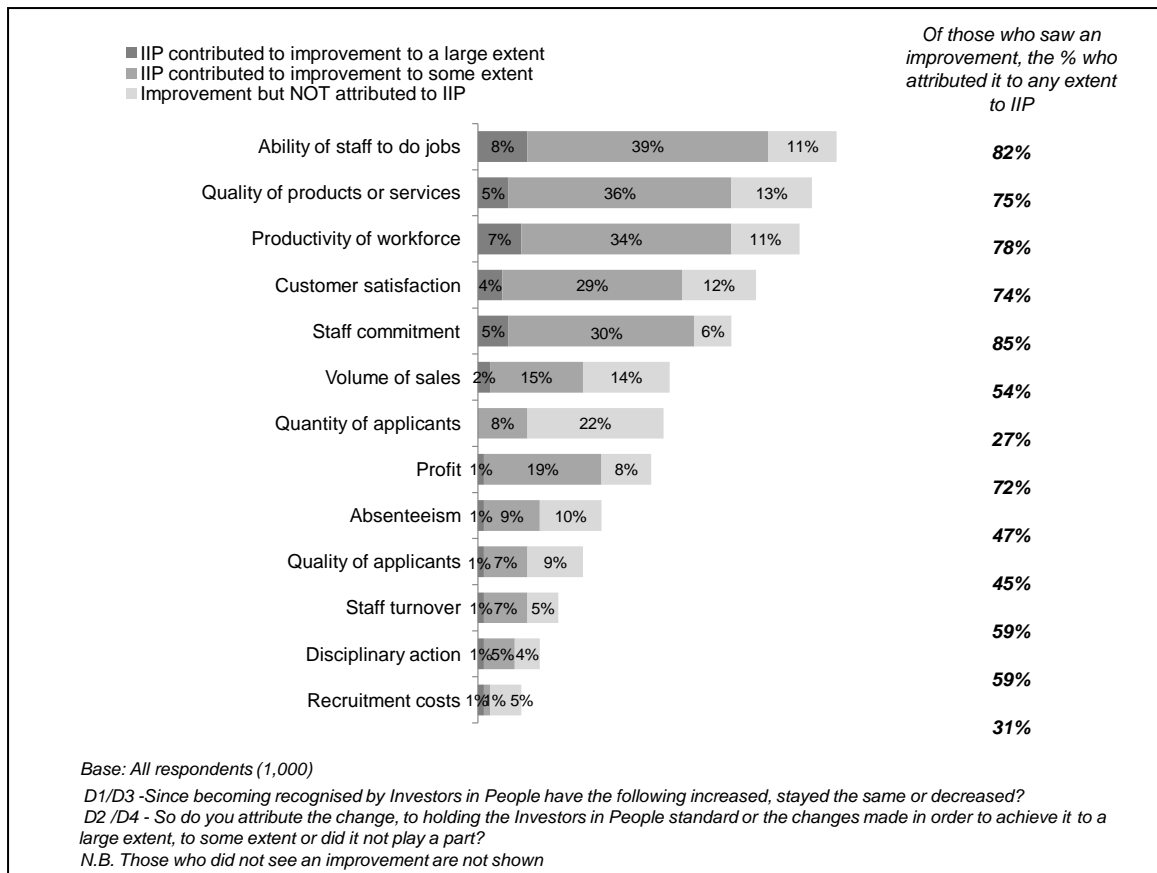
There were significant differences between subgroups in the overall percentage of employers who reported positive changes following accreditation and also the proportion of these attributing these changes to IiP. These are discussed throughout this chapter, looking particularly at renewals compared to new recognitions, geography, broad sector, size, and whether the employer had achieved a higher or 'standard' accreditation.

Throughout the chapter we focus on the percentage of employers that experienced improvements post accreditation where they felt IiP contributed, at least in part, to these improvements (the left-hand figure on the bars in Figure 4.1).

It is worth noting that as would be expected, employers feeling that IiP contributed to improvements in key performance measures such as the quality of their product or services, staff commitment or productivity were more satisfied with IiP overall than average, and more likely to expect to renew their IiP status.

4.3   The impact of IiP on workforce development

Regarding workforce development, employers were asked if they had seen any changes in the productivity of their workforce and the ability of staff to do their jobs. Findings shown in Figure 4.2 suggest that achieving IiP accreditation has a significant impact on the productivity of their workforce. Around half of all employers reported an increase in the productivity of their workforce since gaining IiP status. Only one per cent of employers reported a decrease. Most of these attributed this increase at least in part to holding the IiP Standard or the changes they had made to achieve it: overall 42 per cent of all employers indicated their productivity had increased because of IiP.

Similarly, 57 per cent of all employers reported an increase in the ability of their staff to do their job since their initial accreditation, and none of the respondents had seen a decrease. Nearly all these employers attributed this, at least in part, to holding IiP or the changes required to achieve accreditation, hence overall 47 per cent of all employers felt IiP had contributed to an increase in the ability of their staff to do their job.

There were some differences in the perceived impact of IiP on workforce development by whether the employer had recently achieved new recognition or had recently renewed. Predictably renewals, with longer involvement in IiP, were most likely to have seen an increase in both measures as a result of IiP, though the differences between the two groups were quite slight (the figures in the right hand side of the following chart), which suggests that any positive impacts of IiP on workforce development start occurring relatively quickly.

Figure 4.2:   Changes in the productivity and ability of staff to do their jobs

Overall % of organisations with an increase due to IIP

Productivity of workforce

New Recognition 8% 29% 5%   *37%*

Renewal 7% 36% 13%   *43%*

Ability of staff to do jobs

New Recognition 10% 34% 8%   *44%*

Renewal 7% 41% 11%   *48%*

■ Increased to a large extent due to IIP   ■ Increased to some extent due to IIP   ■ Increased anyway – not due to IIP

Base: All Respondents (New Recognition = 550; Renewals = 450)
D1-Since becoming recognised by Investors in People have the following increased, stayed the same or decreased?
D2 - So do you attribute the increase, to holding the Investors in People standard or the changes made in order to achieve it to a large extent, to some extent or did it not play a part?
N.B. Those who did not see an increase are not shown

In terms of productivity, employers who had achieved a higher IiP award were significantly more likely to report increases due to IiP (57 per cent) compared to employers with a standard award (38 per cent).

Similarly those employers who had had to make a lot of changes to obtain accreditation were significantly more likely than average to report improvements in these measures as a result of IiP. For example, 52 per cent of all employers making a lot of changes to achieve accreditation said IiP had contributed to an improvement in productivity, and two-thirds (66 per cent) felt IiP contributed to an improvement in the ability of their staff to do their job.

Other patterns include:

- Mid-sized organisations with 25-99 employees were the most likely to report an increase in productivity as a result of holding IiP: 46 per cent of those with 25-99 staff felt IiP had contributed to increased productivity compared to just under two-fifths of smaller and larger organisations (39 per cent and 38 per cent respectively).

- More private sector employers had seen an increase in the ability of staff to do their jobs as a result of IiP (51 per cent) than organisations in the voluntary sector (40 per cent).

- Those in Northern Ireland were more likely than average to have seen an increase in the ability of staff to do their jobs as a result of holding IiP (59 per cent; this compares to 41 per cent among employers in Wales and 47 per cent in the UK overall).

- London employers were the least likely to report a rise in productivity as a result of IiP (28 per cent).

4.4   The impact of IiP on Human Resource outcomes

This section looks at the impact of IiP on Human Resource (HR) outcomes, in particular staff absenteeism, the incidence of needing to take disciplinary action, staff commitment, staff turnover and recruitment costs.

As shown in Figure 4.3, relatively few employers reported improvements in the levels of absenteeism or disciplinary action since achieving IIP recognition.

A fifth (21 per cent) had seen a decrease in absenteeism, and just under half attributed this improvement, at least in part, to holding the Standard, hence overall 10 per cent of employers had seen a fall in absenteeism as a result of IIP. In comparison, 6 per cent of all employers had seen a fall in the incidence of disciplinary action as a result of IiP. On the other hand, one per cent of all employers felt IIP had contributed to an increase in absenteeism and three per cent of all employers felt IiP had led to an increase in disciplinary action.

There was little difference between new recognition and renewal employers, as shown in Figure 4.3, suggesting that where these improvements are experienced they tend to come into play relatively quickly.

Figure 4.3:   Changes in absenteeism and disciplinary incidents

Absenteeism   *Overall % of organisations*
                                                   with a decrease due IIP

New Recognition   2% 7% 5%   *9%*

Renewal   1% 9% 12%   *10%*

Disciplinary Action

New Recognition   2% 2% 2%   *4%*

Renewal   1% 6% 5%   *7%*

■ Decreased to a large extent due to IIP   ■ Decreased to some extent due to IIP   ■ Decreased anyway – not due to IIP

Base: All Respondents (New Recognition = 550; Renewals = 450)
D3 – And have the following increased, decreased or not changed among your staff since you achieved IIP recognition?
D4 – To what extent do you attribute these changes, to holding the Investors in People standard?
N.B. Those who did not see an decrease are not shown

Employers who reported making a lot of organisational changes to achieve recognition were more likely to experience subsequent improvement in absenteeism rates. Of employers making substantial changes to achieve IiP status, 23 per cent reported an improvement in absenteeism following involvement (compared with 12 per cent among those making minimal changes) and 21 per cent felt absenteeism had improved because of IiP (compared with seven per cent of those making minimal changes). This again suggests that employers who have to make significant changes in order to achieve IiP status see more HR-related benefits.

Other findings by subgroup show:

- Employers in Northern Ireland were significantly more likely than average to see an improvement in absenteeism due to IiP (19 per cent, compared to 10 per cent UK-wide).

- Employers with 100 or more employees were significantly more likely to see an improvement in absenteeism as a result of IiP (14 per cent, compared to seven per cent of those with 1-24 employees).

The results in Figure 4.4 show that improving staff commitment is a frequent benefit of IiP: 41 per cent of all respondents had seen an increase in staff commitment since recognition, with 34 per cent reporting that achieving IiP accreditation had led to this increase. The impact of improving staff commitment also appears to be felt swiftly, and this was one of the few areas where new recognitions were more likely to report IiP having an impact than renewals, as shown on the following chart.

Figure 4.4:   Changes in staff commitment
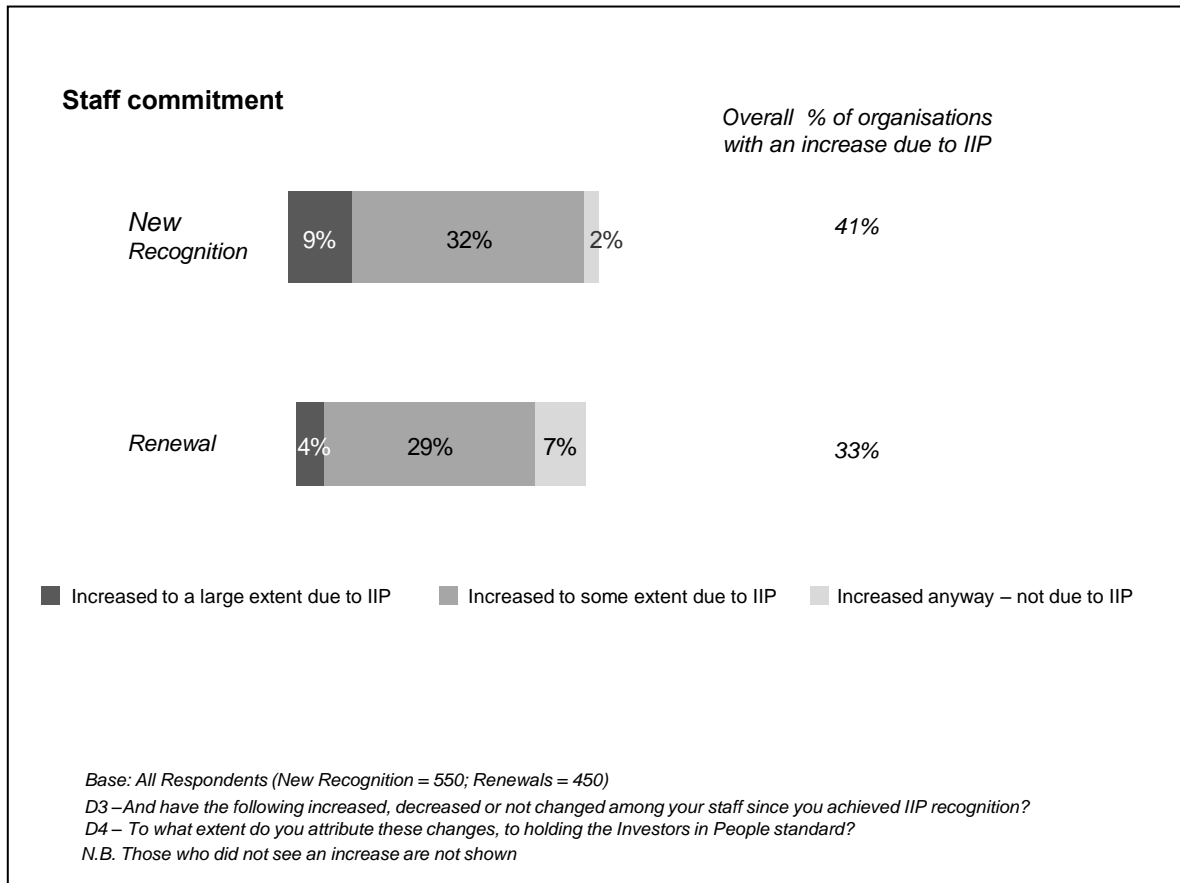
Again those who made minimal changes to achieve IiP were less likely to report an increase in staff commitment due to IiP (34 per cent) compared to those who had had to make significant changes (58 per cent).

By country, significantly more employers in Scotland and Northern Ireland than in England had seen an increase in staff commitment due to IiP (45 per cent, 46 per cent and 32 per cent respectively). In Wales 38 per cent of employers had experienced an increase in staff commitment to holding IiP.

Figure 4.5 examines the impact of IiP on aspects of staff turnover and recruitment costs. Relatively few employers had seen a change in staff turnover since their initial accreditation: thirteen per cent had seen a decrease and nine per cent an increase. Overall eight per cent of all employers said staff turnover had decreased as a result of involvement in IiP.

Only seven per cent of employers reported a decrease in their overall recruitment costs since accreditation (the question was asked at the overall level, not costs per recruit). Few attributed this to their involvement with the Standard, and only two per cent of all employers reported a decrease in recruitment costs due to introducing IiP. A further 10 per cent actually reported an increase in recruitment costs following IiP, and two per cent of all employers reported that recruitment costs had risen because of IiP. The reasons why costs had increased were not asked in this survey. One hypothesis may be that more applications were received now their company is IiP-accredited.

Figure 4.5:   Changes in staff turnover and recruitment costs

Base: All Respondents (New Recognition = 550; Renewals = 450)
D3 – And have the following increased, decreased or not changed among your staff since you achieved IIP recognition?
D4 – To what extent do you attribute these changes, to holding the Investors in People standard?
N.B. Those who did not see a decrease are not shown
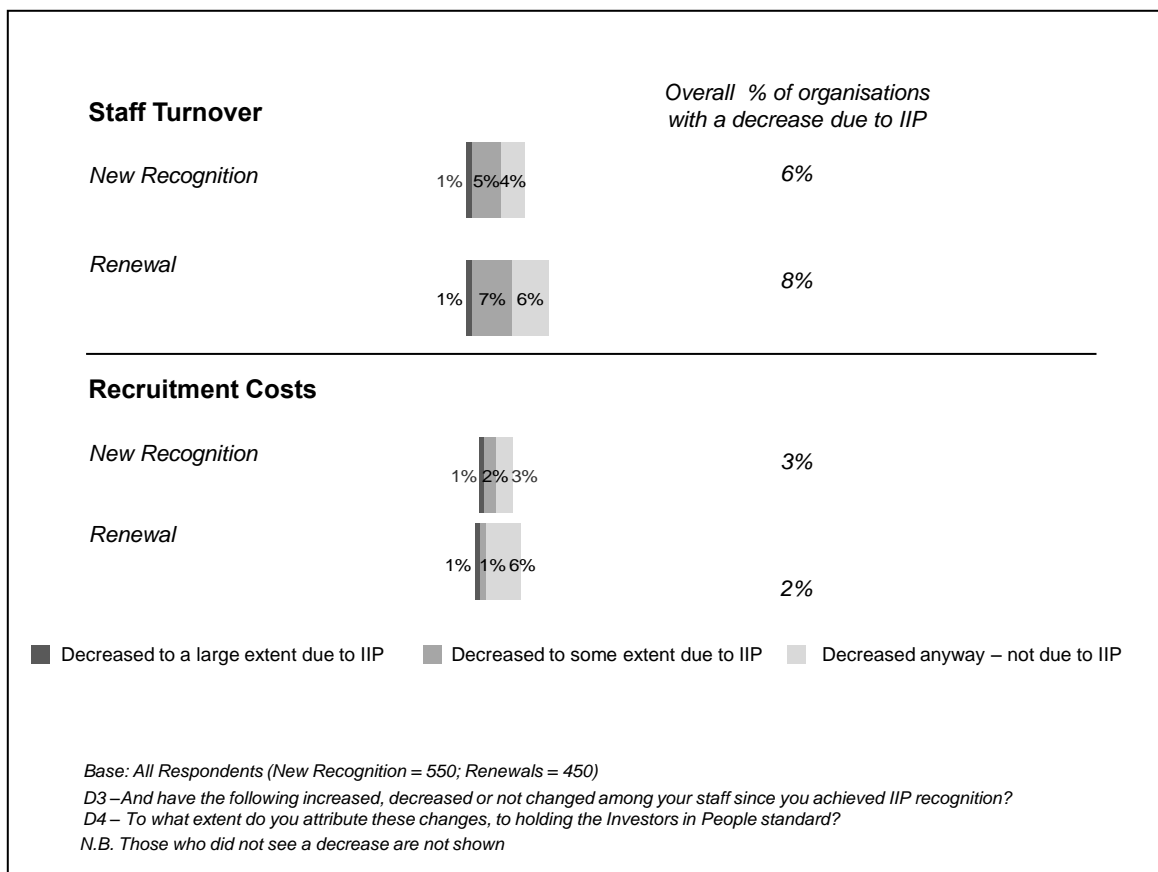
Figure 4.6 examines the impact of IiP on the quantity and quality of job applications received by employers. Overall eight per cent of all employers said IiP had led to an increase in the quantity of the job applications and seven per cent of employers felt that IiP had led to an increase in the quality of job applications.

Employers were twice as likely to report an increase in the quantity compared to quality of job applications since their initial accreditation (30 per cent and 16 per cent respectively). By contrast, four per cent saw a decrease in quantity and quality of applications.

A greater proportion of renewing organisations reported an improvement since accreditation in the quantity of job applicants (32 per cent) than newly-recognised organisations (22 per cent), which could suggest this change may take some time to take effect.

Figure 4.6:   Changes in the quantity and quality of job applications
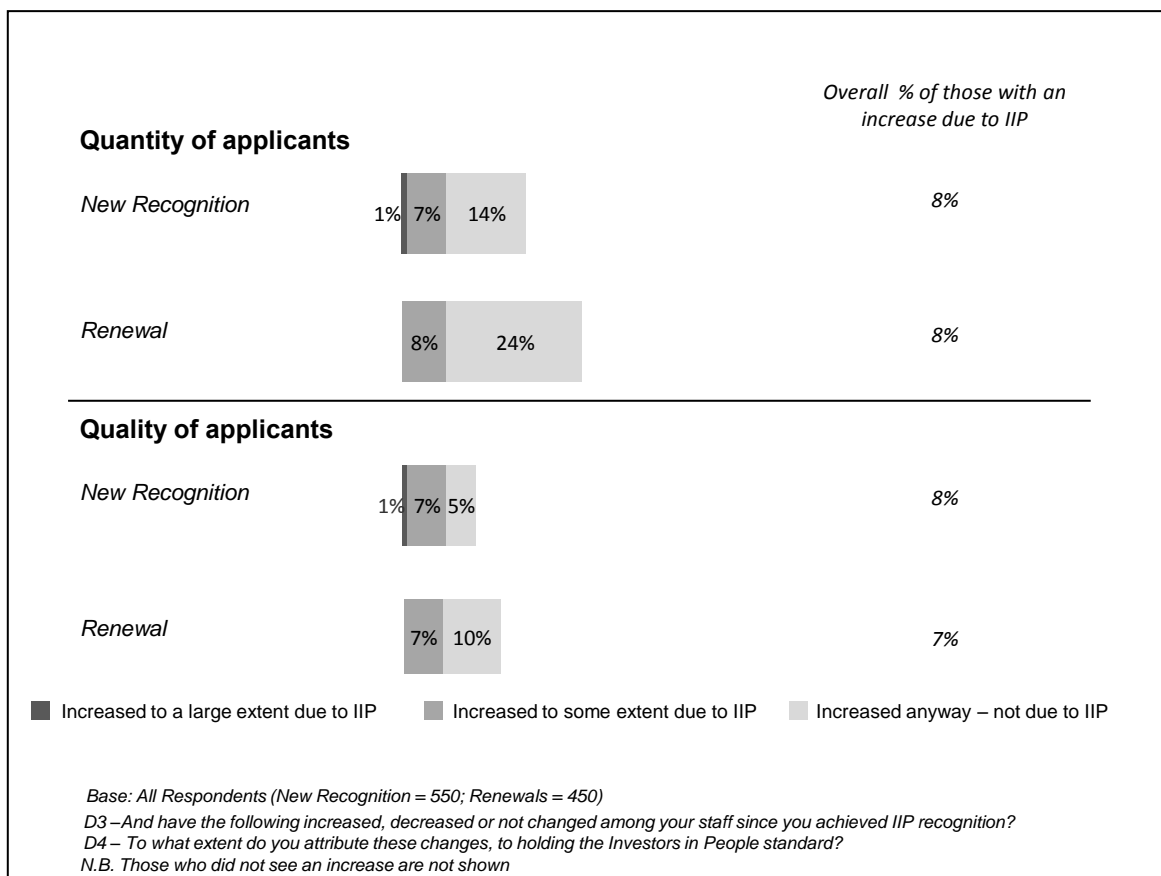
Those who had made a lot of changes to achieve IiP were more likely to report an increase in the quality of applicants due to IiP (15 per cent) compared to those who had made minimal changes (five per cent). This suggests that in this case the introduction of the IiP Standard across these businesses and better working practices in general had led to a higher quality of applicants being attracted.

Fewer than five per cent of small employers with less than 25 employees reported that IiP had led to an increase in the quantity or quality of applicants.

4.5   The impact of IiP on the quality of products or services

Results shown in Figure 4.7 suggest that achieving IiP status often has a positive impact upon the quality of products or services in an organisation: two-fifths of all employers (41 per cent) reported an increase in the quality of their products and services and attributed this, at least in part, to IiP.

An increase in quality of products and services was most strongly reported among renewals, where 42 per cent of organisations said IiP had contributed to product and service improvements, compared with 36 per cent of new recognitions. This finding again suggests that the effects of IiP may take a little while to be realised.

Organisations making a lot of changes prior to accreditation and employers in Northern Ireland were more likely than average to say IiP led to an increase in the quality of products and services.

Table 4.2:   Increases in the quality of products and services by subgroup

Subgroup	*Base*	Overall increase	Increase due to IIP
Minimal changes made (Level 1-3)	287	36%	28%
Average changes made (Level 4-6)	*192*	50%	43%
A lot of changes made (Level 7-10)	*66*	56%	47%
Northern Ireland	*111*	64%	58%
England	*535*	54%	40%
Scotland	*157*	55%	43%
Wales	*197*	44%	34%
UK	*1000*	54%	41%

Base: All employers (1000) See base column for subgroup base

Source: Survey (weighted data) – QD1-Since becoming recognised by Investors in People have the following increased, stayed the same or decreased? QD2 - So do you attribute the increase, to holding the Investors in People Standard or the changes made in order to achieve it to a large extent, to some extent or did it not play a part?

Figure 4.7:   Changes in quality of products and services provided

The quality of products or services

Overall those organisations with an increase due to IIP

New Recognition — 8% | 28% | 8%   *36%*

Renewal — 4% | 38% | 15%   *42%*

■ Increased to a large extent due to IIP   ■ Increased to some extent due to IIP
■ Increased anyway - not due to IIP

Base: All Respondents (New Recognition = 550; Renewals = 450)
D1-Since becoming recognised by Investors in People have the following increased, stayed the same or decreased?
D2 - So do you attribute the increase, to holding the Investors in People standard or the changes made in order to achieve it to a large extent, to some extent or did it not play a part?
N.B. Those who did not see an decrease are not shown

Employers were also asked if they had introduced any new products or services since achieving IiP accreditation. Overall a third had done so (36 per cent); for renewal employers this rose to 38 per cent compared to 30 per cent of newly recognised employers, reflecting the longer timeframe over which to develop and launch new products or services.

Overall 12 per cent of all respondents said they felt that IiP had helped them introduce new products and services. This figure rose to 21 per cent amongst employers who had achieved a higher level of award.

4.6   Perceived business benefits

In order to assess the financial business benefits of IiP accreditation, employers from the private sector were asked whether they had seen any increase in the volume of sales and profit made since achieving IiP accreditation and to what extent they could attribute these changes to holding IiP.

Almost a third of private sector employers had seen improvements in their volume of sales since their initial accreditation (31 per cent). Half of those who had seen an increase felt the introduction of the Standard did to at least some extent lead to a larger volume of sales, equivalent to 17 per cent of all private sector employers. Similarly just under three in ten private sector employers had seen a rise in the profits since accreditation (28 per cent) and most attributed the increase to at least some extent to holding the IiP accreditation: overall 20 per cent of all private sector employers felt IiP had helped them increase their profits.

IiP was more often reported as contributing to increased profit for renewals than newly recognised employers (22 per cent compared to 15 per cent). This in part reflects the longer time period renewals have had for IiP to have had this impact. Among renewals that had seen an increase in profits, three-quarters felt holding IiP contributed to this improvement (75 per cent), whilst a significantly smaller proportion of newly recognised employers who had seen an increase in profits attributed this to IiP (58 per cent).

Figure 4.8:   Changes in profits and sales

Volume of Sales

Overall % of organisations with an increase due to IIP

New Recognition   2%   14%   12%   *16%*

Renewal   2%   15%   14%   *17%*

Profit

New Recognition   2%   13%   11%   *15 %*

Renewal   1%   21%   7%   *22%*

■ Increased to a large extent due to IIP   ■ Increased to some extent due to IIP   ■ Increased anyway – not due to IIP

Base: Private sector Respondents (New Recognition = 364; Renewals = 245)
D1-Since becoming recognised by Investors in People have the following increased, stayed the same or decreased?
D2 - So do you attribute the increase, to holding the Investors in People standard or the changes made in order to achieve it to a large extent, to some extent or did it not play a part?
N.B. Those who did not see an increase are not shown

Other findings by subgroup show:

- Private sector employers in Wholesale and Retail were the most likely to report a rise in their volume of sales (65 per cent), compared to just 15 per cent of those in Construction and 30 per cent of those in Manufacturing.

- A similar pattern was seen among employers in the private sector who reported an increase in profit since holding the IiP Standard (52 per cent in Wholesale and Retail, 29 per cent among Manufacturers and 12 per cent among Construction employers). As a result the level of those who attributed an increase in profit to IiP also differed amongst sectors (47 per cent of Wholesale and Retail employers, 24 per cent of Manufacturers, and just eight per cent of Construction employers).

- An increase in the volume of sales as a result of IiP was more common among employers in Northern Ireland (28 per cent) than found UK-wide (17 per cent).

A further business benefit of the IiP Standard that was measured was the level of change and impact of IIP on customer satisfaction. The Standard aims to create a working environment which encourages best practice in dealing with customers and/or users and as such it was hoped that employers who hold accreditation would have seen an increase in the satisfaction among customers or users of their services and recognise that IiP had led to this change.

Overall 45 per cent of all employers had seen an increase in customer satisfaction since IiP, and 34 per cent of all employers felt customer satisfaction had improved at least in part because of IIP. Renewals were significantly more likely than new recognitions to have seen an improvement in customer satisfaction due to IiP (35 per cent compared to 28 per cent).

Interestingly, whilst fewer employers in the Construction sector had seen a rise in customer satisfaction (30 per cent compared to a 45 per cent overall average), nearly all those who saw a rise attributed it to holding the IiP Standard.

Figure 4.9:   Changes in customer satisfaction levels

Customer Satisfaction

Overall % of organisations with an increase due to IIP

Total	4%	29%	12%	34%
New Recognition	7%	21%	7%	28%
Renewal	4%	32%	13%	35%

■ Increased to a large extent due to IIP   ■ Increased to some extent due to IIP   ■ Increased anyway – not due to IIP

Base: All Respondents 1000, (New Recognition = 550; Renewals = 450)
D1-Since becoming recognised by Investors in People have the following increased, stayed the same or decreased?
D2 - So do you attribute the increase, to holding the Investors in People standard or the changes made in order to achieve it to a large extent, to some extent or did it not play a part?
N.B. Those who did not see an increase are not shown

4.7   Expected and achieved benefits

To assess the wider level of perceived impact of IiP, employers were asked about the overall scale of business benefits achieved from holding IiP accreditation and the extent to which this met their expectations. As shown in Figure 4.10, 71 per cent of employers reported that the business benefits had been as expected, while just under a quarter of all employers (23 per cent) felt that holding accreditation had delivered more business benefits than they had expected. Only two per cent of recognised organisations felt that the business benefits achieved from IiP had been less than expected.

Significantly more employers with a higher award reported that IiP accreditation had brought about more business benefits than they were expecting (31 per cent) than found among those with a standard level award (21 per cent). Similarly, those who made a lot of changes to their organisation in order to achieve accreditation were more likely to report more business benefits than expected (39 per cent) than those who made minimal changes (19 per cent).

The likelihood that changes have exceeded expectations increases with the size of employer from 16 per cent of those with between 1-24 employees, to 26 per cent among those with 25 or more staff.

Figure 4.10: Expected and achieved benefits from IiP

Base: All New Recognition and Renewals involved in first recognition (801)
D14 -And overall has the scale of business benefits resulting from Investors in People been...
N.B. "Don't know" responses not shown
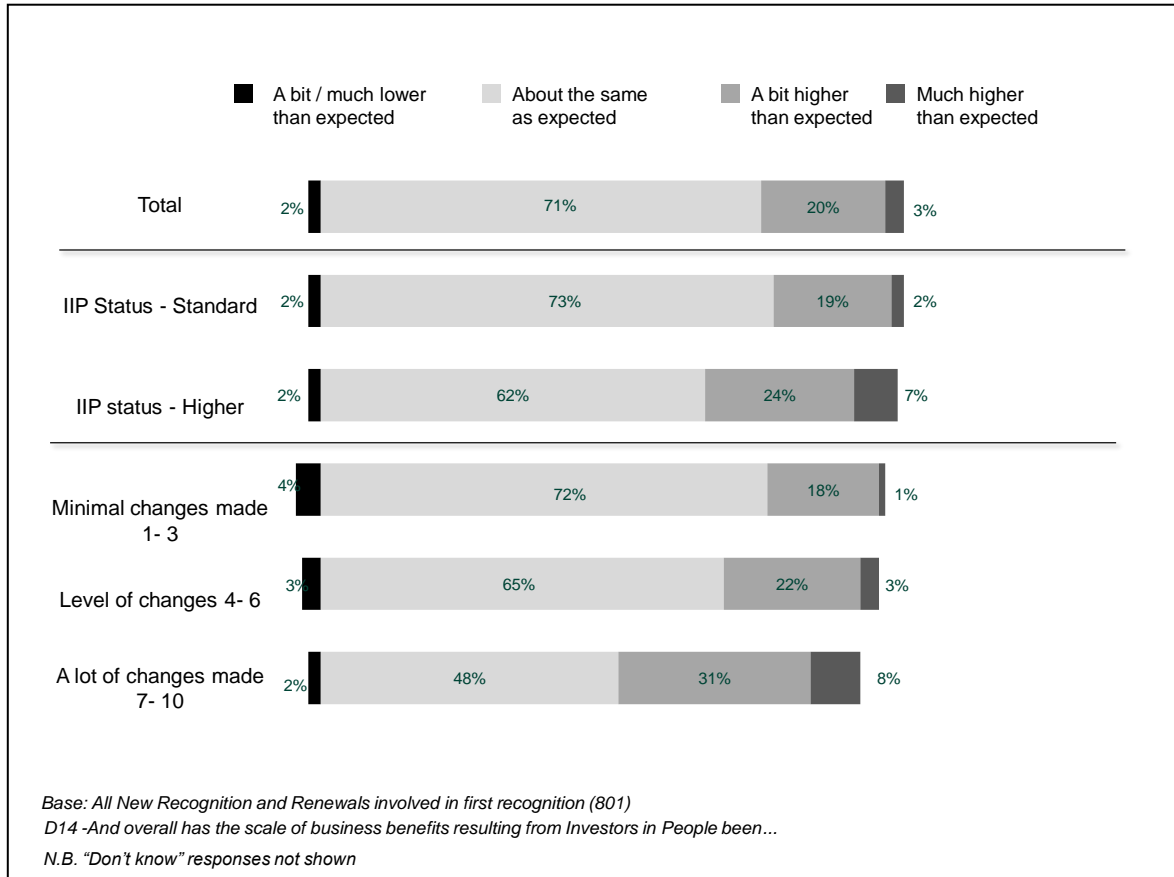
Some employers choose to collect evidence of the business benefits IiP has had on their organisation, site or department. Employers may want to collect this evidence in order to keep track of their progress and signpost any areas of the business that need more attention. The emphasis of IiP is on continuous improvement and therefore collecting evidence would allow these benefits to be tracked over time. Evidence of the business benefits may also persuade internal staff that IiP is a valuable recognition to hold, but could also be used in external communications to attract new staff, and/or new customers.

A third of all employers reported that they collect evidence of the benefits IiP has on their organisation, site or department (35 per cent). This was higher among:

- Those employers who hold the higher award level (43 per cent).

- Those who had had to make a lot of changes to achieve IiP accreditation (41 per cent compared to just 27 per cent of those who had had to make minimal changes).

- Public sector organisations (45 per cent, compared with 35 per cent of all private sector employers and just 26 per cent of all charities).

- Employers with 25-99 employees (39 per cent, compared to 29 per cent of those with fewer than 25 employees).

Only four per cent of employers felt there were some benefits that they had expected from holding the IiP accreditation that had not been realised. Examples included the following:

"I thought customers would be happier to see [our] IiP recognition. It did not have the impact I wanted it to have. [For] schools in particular [we are] not very impressed by the cost of it."

"I thought we'd have a better performance management system through IiP, but we don't."

"I think we haven't seen some of the culture change we would have liked to see."

"I thought that our regulatory inspectors would take on board that an outside body (IiP) had already looked at the services and found positives, but they didn't seem to think that the award was anything."

"[IiP led to an] Increase in the workload, I'd have hoped for more work [from clients as a result]."

4.8   Overall perceived positive or negative impacts of holding IiP

To gain an overview of how employers felt about the overall impact of the IiP on their organisation, site or department they were asked to rate their experience on a scale from significantly positive impact, small positive impact, some positive and some negative impacts, small negative impact and significantly negative impact.

The vast majority of employers (89 per cent) felt that holding the IiP status had a positive effect on their organisation, with almost two-fifths (38 per cent) saying it had had a significant positive impact. Only four per cent of employers felt there had been some negative and some positive impacts of holding accreditation and less than one per cent of employers felt there had been a small negative impact. None thought that it had a significantly negative impact and six per cent felt it had no impact.

New recognitions were more positive overall, with 93 per cent reporting the impact of IiP as having a small or significant positive impact on their organisation, compared to 88 per cent of renewals.

Of the four per cent of employers who mentioned any negative impacts of holding the IiP accreditation, the two areas which were mentioned most were the costs of the IiP process and the intensity of the work required. The following quotes illustrate these themes:

"It cost a fortune and was very demanding of management time."

"...a big dent in the finance because it is quite expensive to do as a large organisation."

"We took on recommendations from IIP for the Business Improvement techniques and they were not honest with us about all the paper work that is currently required, which is having a slightly de-motivating effect on our staff."

"On myself as I had to do it all, it's a lot for one person to do, the model should be [to] spread out [the work] amongst other people."

Employers were asked if there were any additional positive impacts to holding IiP accreditation, beyond those covered in the questionnaire. Overall just under two-fifths (38 per cent) mentioned some additional benefit, typically increased staff morale and commitment or that IiP was good for business, sales and for creating a competitive edge.

Figure 4.11: Additional positive impacts of IiP

Increased staff morale/commitment/focus — 15%
Good for business/sales/competitive edge — 9%
Improved management within the organisation — 3%
Better communication within the organisation — 2%
Highlighted weak points/areas to improve — 2%
Recognition of the importance of staff training — 2%
Other — 7%
Nothing to add — 62%
Don't know — 1%

Base: All respondents (1,000)

D7 - Has holding Investors in People, or the work done in order to attain it, had any positive impact on the organisation/site/department that we have not already mentioned?

4.9   Conclusions

Most employers (71 per cent) indicate that involvement in IiP has contributed to business improvements within their organisation, most commonly improving the ability of staff to do their jobs, increasing workforce productivity and improving the quality of their products or services, highlighting the internal benefits of IiP.

IiP appears to bring particular benefits for private sector employers, those that achieved a higher level award, and those that had to make significant changes to their working practices to achieve IiP. On most measures renewals were more likely to report positive improvements as a result of IiP, though this may simply reflect the longer time period they have worked with the Standard. That said, on many measures the differences were not great (and more new recognitions than renewals reported that IiP had led to improved staff commitment), which suggests that the positive impacts of IiP tend to be experienced relatively quickly and continue to be felt subsequent to renewal.

It is encouraging that most employers feel the extent of business benefits gained through involvement in IiP has been in line with their expectations (71 per cent) or higher (23 per cent), While most employers are entering their IiP journey with broadly correct assumptions of the benefits it will deliver, there is a case to be made that the IiP brand is being slightly undersold due to the high numbers reporting benefits that exceeded expectations.

It is also interesting that those making significant change to achieve IiP are not only more likely to benefit from the Standard, but they are more likely to say the benefits have exceeded their expectations. This is strong confirmation that the benefits IiP brings to employers is linked to the amount of change undergone by employers to achieve the Standard.

5. Overall satisfaction with IiP

Summary

Overall satisfaction with IiP is high, with four-fifths of employers very satisfied (a rating of eight or higher on a ten-point scale). Satisfaction was higher than average among new recognitions (84 per cent very satisfied) and middle-sized employers with 25-99 staff (82 per cent).

While few think IiP represents very poor value for money (three per cent), views on value for money are less positive than for overall satisfaction – half felt it very good value (a rating of eight or higher). Those who feel they needed to make significant organisational changes to achieve accreditation are more positive than average regarding value for money.

Reflecting high levels of satisfaction, the vast majority (93 per cent) of newly-recognised employers said they would be likely to seek to maintain accreditation when the time comes for renewal.

5.1 Introduction

This chapter looks at overall satisfaction and the perceived value for money of IiP, and examines predicted future behaviour in terms of re-accreditation. It also looks at opinions of the "New Choices" initiative to recognise further achievement.

5.2 Overall satisfaction

Overall levels of satisfaction with IiP are very high (see Figure 5.1), with 79 per cent of employers rating IiP as eight or higher on a ten-point scale where 10 is 'very satisfied.' Positive responses of over six dominate, with just four per cent of employers giving a satisfaction rating of five or lower.

A higher proportion of newly recognised employers gave a rating of eight or more (84 per cent) compared to renewing employers (78 per cent).

Figure 5.1:   Overall satisfaction with IiP

E8 – Overall, how satisfied or dissatisfied have you been with your involvement in Investors in People, on a scale of 1-10 where 1 is very dissatisfied and 10 is very satisfied?

N.B. "Don't know" responses not shown
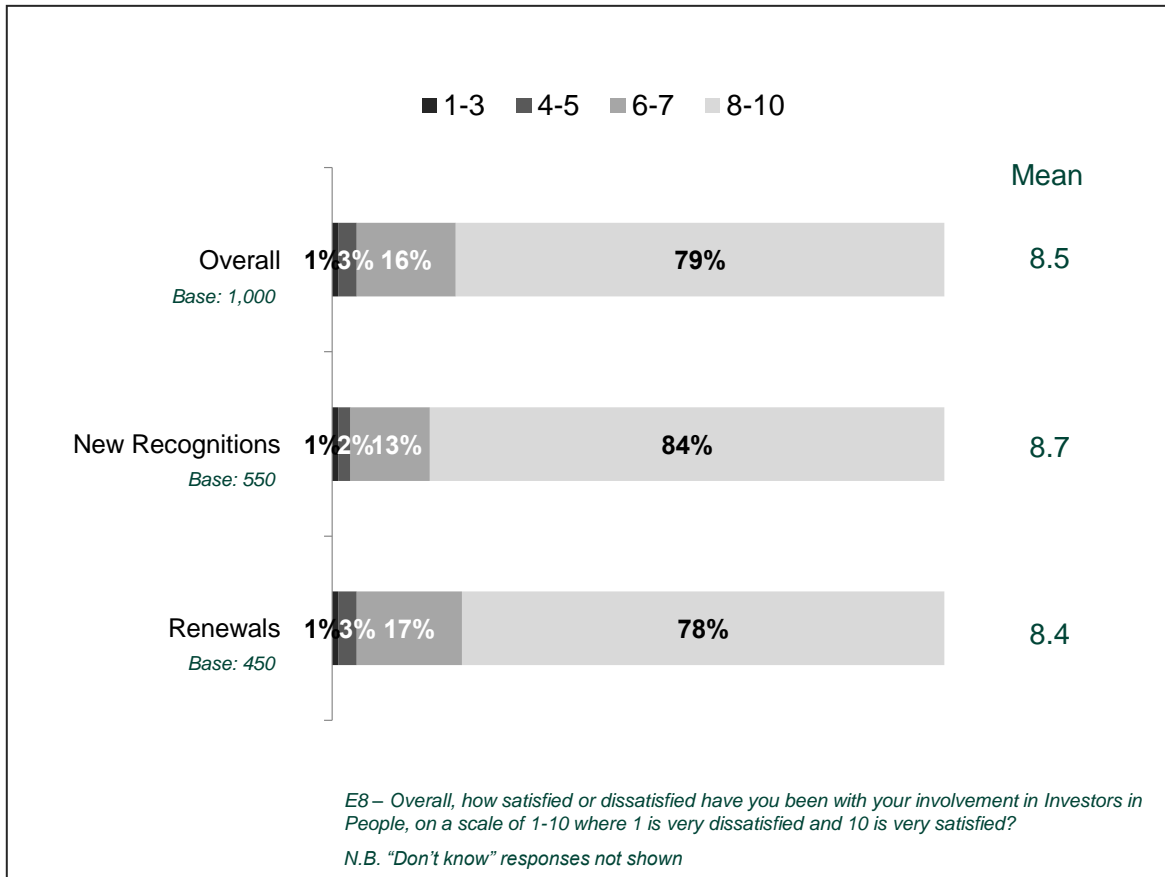
Among new recognitions, the mean satisfaction score given by employers in Scotland (8.1) is lower than the other nations, although not significantly so due to a low base size (see Table 6.1). For renewals the employers in Scotland gave comparable ratings to the rest of the UK.

Table 5.1:   Mean overall satisfaction by nation and English region

	New recognitions	Renewals	Total
	Mean	*Mean*	*Mean*
North England	9.1	8.5	8.6
Midlands	8.4	8.3	8.3
South England	8.5	8.5	8.5
England	8.7	8.4	8.5
Northern Ireland	9.2	8.3	8.6
Scotland	8.1	8.3	8.2
Wales	8.8	8.5	8.6
TOTAL	**8.7**	**8.4**	**8.5**

Base: New recognitions (550), Renewals (450)

Source: Survey QE8 "Overall, how satisfied or dissatisfied have you been with your organisations' involvement in Investors in People?"

As seen on a number of measures throughout the survey, employers with 25-99 staff are the most satisfied with IiP (a mean rating of 8.7, compared with 8.3 for those with fewer than 25 staff and 8.4 for those employing 100 or more staff).

There were no significant differences in satisfaction scores given by employers in the private, public and third sectors, nor in those given by employers with standard or higher levels of accreditation.

5.3   Value for money

Most employers feel IiP provides good value for money (half gave a rating of 8-10 on a 10-point scale) and just three per cent felt it was very poor value (a rating of 1-3). Results are summarised on the Figure 5.2. This shows results overall and by new recognitions and renewals.

New recognitions were particularly positive about the value for money (a mean of 7.7 compared to 7.2 for the renewal group).

Figure 5.2:   Value for money of IiP

E9 – How would you rate your organisation/site/department's involvement in Investors in People in terms of its overall value for money, on a scale of 1-10 where 1 is very poor value and 10 is very good value for money?

N.B. "Don't know" responses not shown
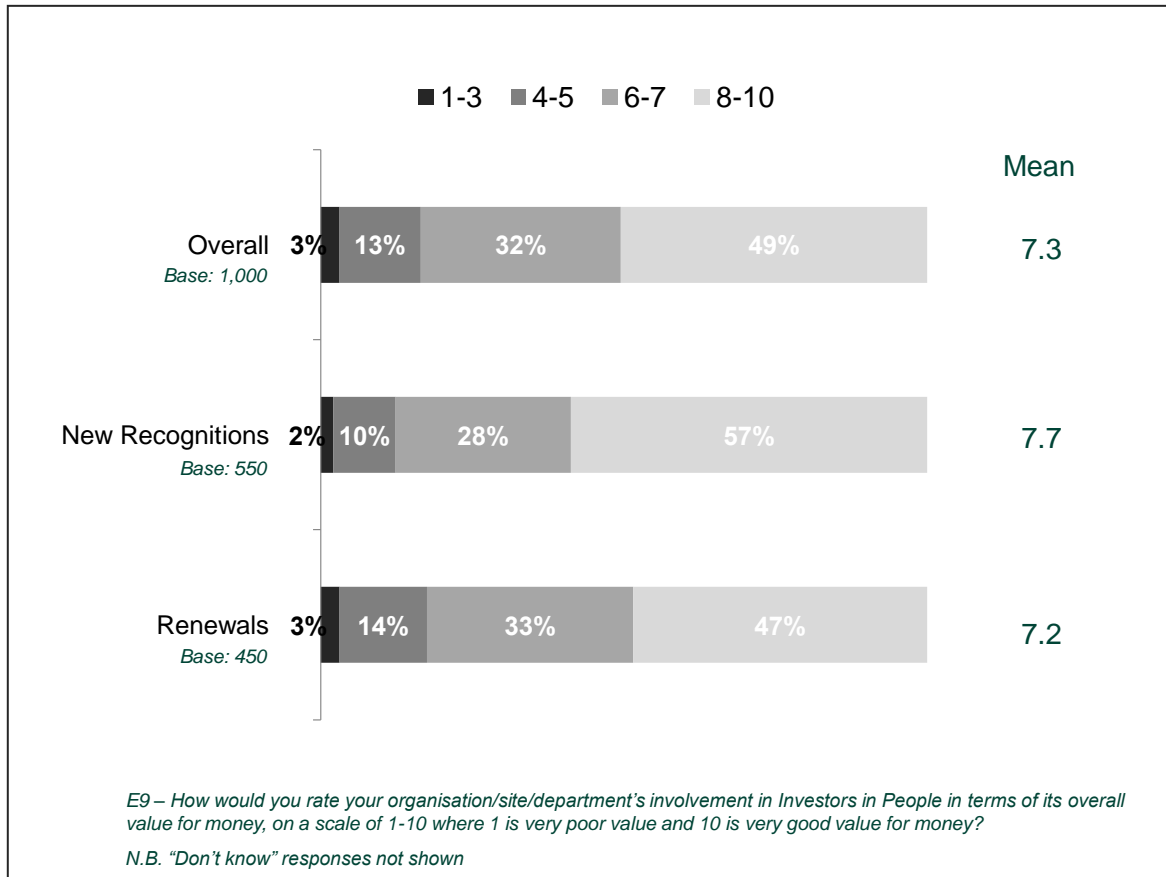
The amount of organisational change required to achieve accreditation appears to have particular impact on perceptions of value for money. Employers who had to make a lot of changes in order to achieve IiP were more likely to say it was good value for money (a mean of 8.3 compared with 7.3 overall), though there was no marked difference between those achieving the higher and the standard level (means of 7.4 and 7.3 respectively).

Employers in Northern Ireland were more likely than average to feel IiP provided good value for money (a mean of 7.9 compared to 7.3 overall, with the figure particularly high among new recognitions). We have seen in the last chapter that employers in Northern Ireland were more likely than average to report that IiP had led to a range of specific business improvements within their organisation.

Table 5.2:   Value for money by country

	New recognitions	Renewals	Total
	Mean	*Mean*	*Mean*
England	7.7	7.2	7.3
Northern Ireland	8.9	7.3	7.9
Scotland	6.5	7.4	7.3
Wales	7.9	7.2	7.5
TOTAL	**7.7**	**7.2**	**7.3**

Base: New recognitions (550), Renewals (450)

Source: Survey QE9 "How would you rate your involvement in Investors in People in terms of its overall value for money?"

As with satisfaction scores, those with 25 to 99 staff gave significantly higher ratings for value for money (a mean of 7.6, compared to 7.0 from those with fewer than 25 staff and 7.3 from those with 100 or more staff).

5.4   Likelihood to renew accreditation

The vast majority (93 per cent) of new recognitions expect to seek accreditation when the time comes for renewal: over half said they "definitely will" (54 per cent), a further quarter said they would be "very likely to" (25 per cent) and a further 13 per cent said they "probably will". Just one per cent of new recognitions said they would not be likely to.

There were no significant differences by country, but in common with the trend seen with satisfaction and value for money those in Northern Ireland were slightly more likely to say they will definitely renew their accreditation (see Figure 6.3).

Chapter 2 (section 2.3) detailed the reasons renewals gave for choosing to renew their status. These were very similar to reasons given here by new recognitions for being likely to renew in future. The differing profiles of the two groups (there are more private sector employers in the new recognition group) are reflected in the higher focus among new recognitions on IiP being good for business and giving them a competitive edge. The desire to maintain and improve standards is strong in both groups.

Figure 5.3:   Likelihood to renew by country

E1 – How likely is your organisation/site/department to seek to maintain your recognition when you come to be reviewed?

N.B. "Don't know" responses not shown

*Scottish base size small – treat figures with caution
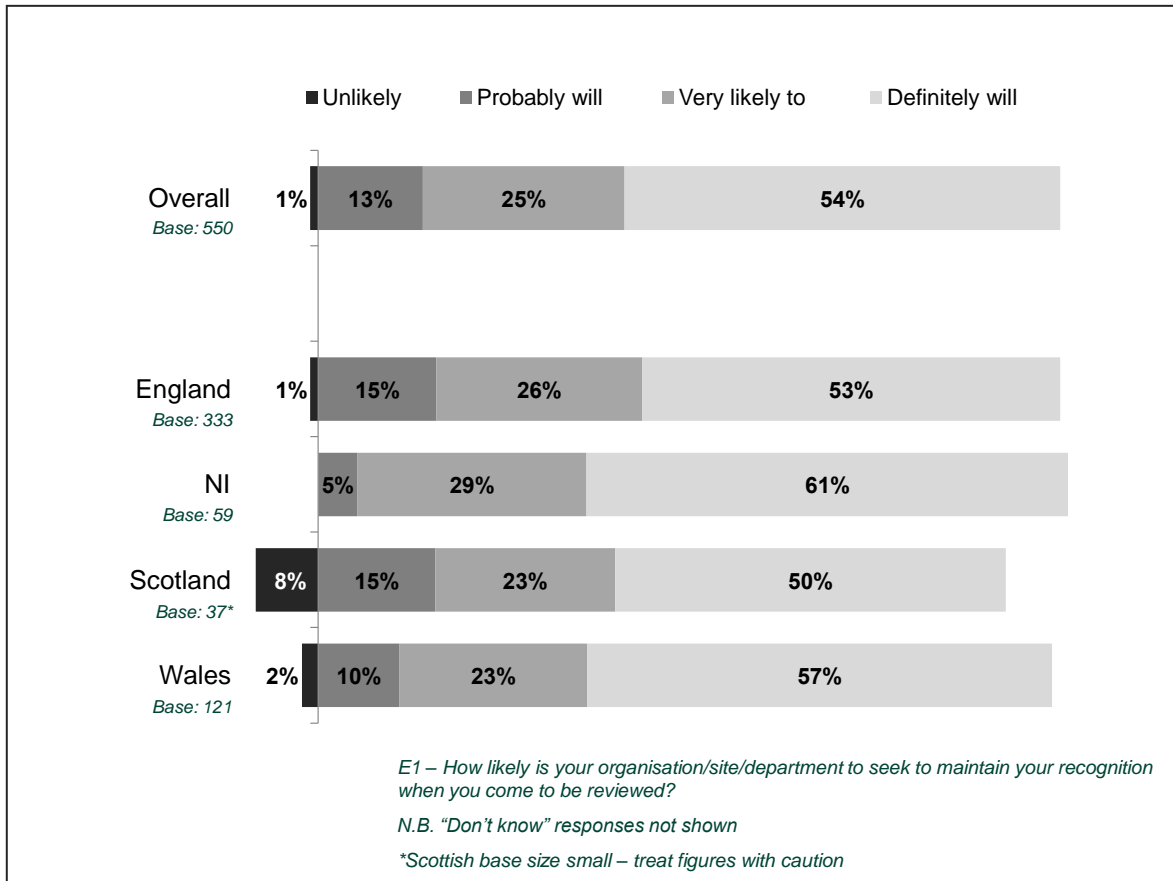
The most commonly cited reason for intending to maintain recognition was that employers felt it was good for business and gave them a competitive edge (21 per cent - see Figure 6.4).

Figure 5.4:   Reasons for being likely to renew (spontaneous)

E2b – Why do you think you will continue to maintain IIP? (unprompted)
Base: All who are likely to renew (510)
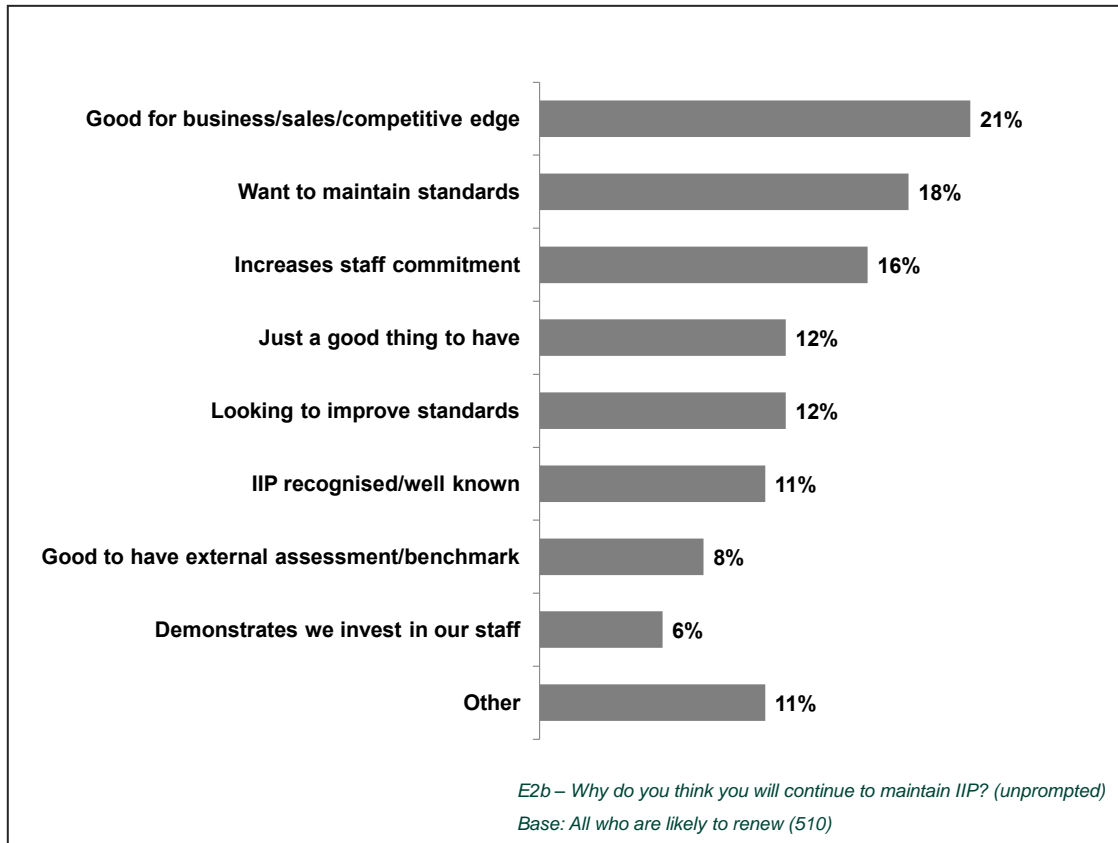
The small number of employers that said they would not apply for re-recognition when the time came said this was because they either could not afford to maintain it, or that they had not seen enough benefits to make it worthwhile.

"Number crunching, I'd rather cut the IiP accreditation than cut our training budget, that's the harsh reality of the moment. In an ideal world we'd keep going for it and go for a higher standard, like the bronze."

5.5   New Choices

In 2009 IiP launched "New Choices", which recognises further voluntary achievement in IiP criteria by allowing employers to receive "Bronze", "Silver", "Gold" or "Champion" level recognition. All of the recognitions / renewals under scrutiny in this research would have been relevant for inclusion in this (relatively) new initiative, and 18 per cent had achieved one of these higher bands.

Awareness

Including the 18 per cent who had achieved one of the higher bands, 68 per cent of all employers were fully aware of and claimed to understand the requirements for the new bands. A further 28 per cent were aware of the terms but unsure what was involved; just 11 per cent were not familiar with the terms.

Larger employers were more likely to be familiar (four per cent of those with 100+ staff were not at all familiar with the terms compared to 17 per cent of those with fewer than 25 staff), possibly because the smaller ones did not feel it to be as relevant to them and the awareness-raising campaign being primarily targeted at larger employers.

The findings suggest that more employers could benefit from further information on the purpose and benefits of the New Choices approach.

Table 5.3 shows that within England there is variation between regions in awareness of the New Choices; in the Midlands, 80 per cent of organisations either held one of the higher bands or were fully aware of them, compared to 71 per cent in the South and 60 per cent in the North. Around six in every ten employers across England, Scotland and Wales were either fully aware of and understood the New Choices or already held one of the higher level accreditations. Employers in Northern Ireland were most likely to be aware or hold a higher level award (69 per cent).

Table 5.3:   Awareness of New Choices by region

	Unweighted Base	Fully aware of and understand / hold a higher level accreditation	Aware but unsure of requirements	Not familiar with the terms
North	(183)	60%	24%	16%
Midlands	(145)	80%	17%	3%
South	(207)	71%	24%	5%
England	(535)	60%	22%	8%
Northern Ireland	(111)	69%	25%	6%
Scotland	(157)	62%	29%	10%
Wales	(197)	58%	28%	15%
TOTAL	**(1,000)**	**68%**	**23%**	**9%**

Base: All employers- see base column

Source: Survey QE4 – "To what extent are you aware of the recent extensions to the IiP Standard – namely the Bronze, Silver, Gold and Champion levels?" and QE3 "Can I confirm what standard of IiP recognition you have obtained"

Perceptions

As Figure 6.5 demonstrates, opinions about the new bandings were generally positive. Three-quarters of employers agreed that the banded levels are an effective way of celebrating further achievement. There was also majority agreement that the new bandings are an incentive to achieve more within the framework and achieve the higher bandings. Of some concern will be the 24 per cent of employers who felt the introduction of bands higher than the one they had achieved undermines the importance of their recognition. Public sector employers were most concerned about this, with 29 per cent of employers agreeing to that statement.

Figure 5.5:   Perceptions about New Choices bandings

E5 – To what extent do you agree or disagree with the following statements about the new bandings?

N.B. "Don't know" and "Neither agree nor disagree" responses not shown.
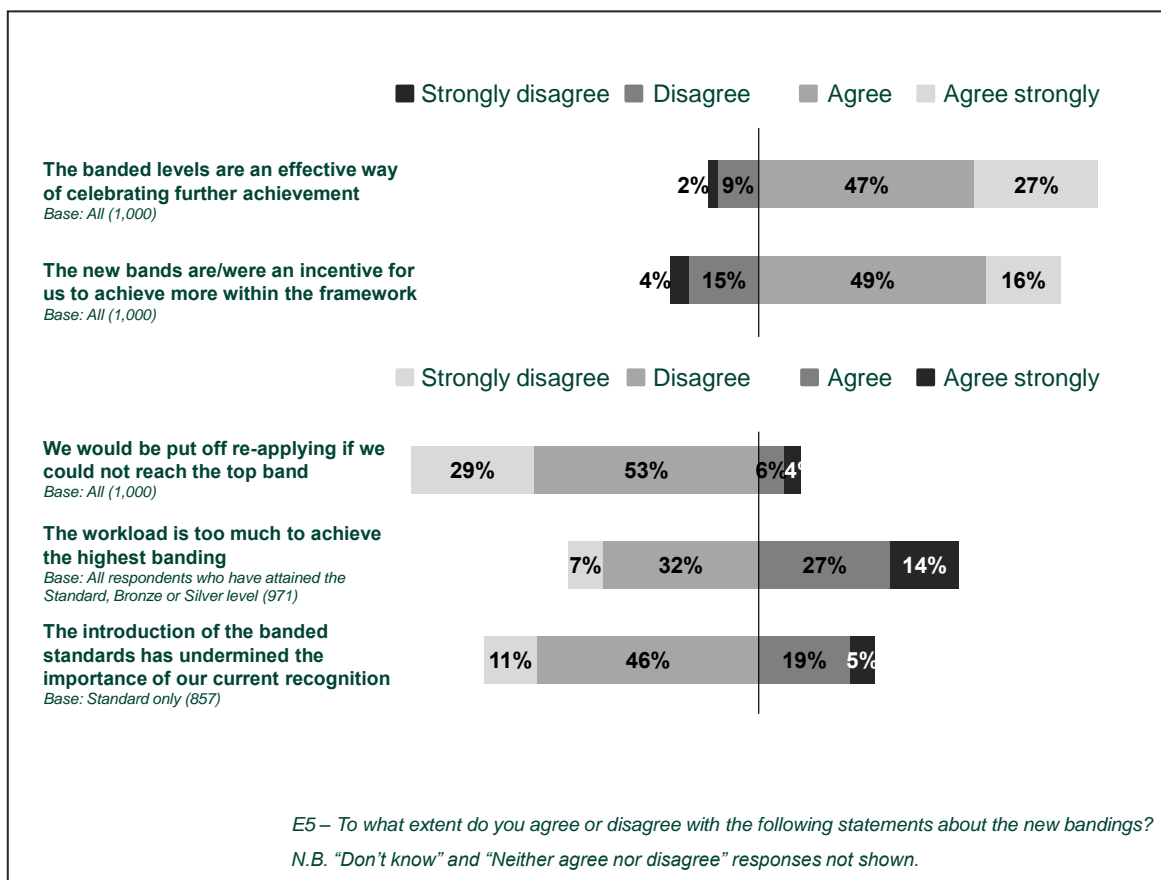
Employers who have achieved a higher level of accreditation on the whole find the experience a positive one, with high agreement with positive statements such as "the banded levels are an effective way of celebrating further achievement," (90 per cent agree, compared to 71 per cent of those with standard level accreditation) and "the new bands were an incentive for us to achieve more within the framework," (88 per cent agree, compared to 60 per cent of those who have standard level accreditation).

Encouragingly employers were unlikely to agree that they feel discouraged by there being bandings above the level they have, just 10 per cent said they would be put off from reapplying because they may not reach the top banding. Public (18 per cent) and voluntary (13 per cent) sector employers were more likely to be concerned by this than private sector (six per cent).

That 41 per cent of accredited employers agreed that the workload was too much for them to achieve the highest banding is not necessarily a negative, as the highest bandings are deliberately challenging to achieve. Smaller employers were much more likely to agree with this statement, with 43 per cent of those with fewer than 250 employees agreeing it would be too much compared to 31 per cent of those with 250 or more employees.

5.6   Conclusions

Overall satisfaction with IiP is high, with four-fifths of employers very satisfied. While still reasonably high, value for money is viewed somewhat less positively: around half think it very good value for money, though just three per cent think it very poor value.

Those renewing are less convinced that it is very good value for money than new recognitions (47 per cent v. 57 per cent respectively), which in part reflects that perception of value for money relates to the amount of change organisations make to achieve (re)accreditation: those who needed to make significant changes to achieve accreditation were more positive than average about IiP's value for money. These results support the strategy of encouraging higher level accreditation.

Most newly-recognised employers (94 per cent) expect to renew their accredited status when due, with some (21 per cent) believing the Standard is good for business and a competitive edge and others (18 per cent) wishing to maintain standards achieved.

Awareness of New Choices is high among our sample of recently recognised employers (just 11 per cent were not aware of the higher bands), but varied quite widely geographically and was lower than average in Wales and the North of England (and suggests IiP centres in these areas could do more to 'push' New Choices). Employers generally support the idea behind the higher banding, though around a quarter of those with the standard level of recognition feel it has undermined the importance of their current level of recognition. This emphasises the need for careful positioning of the higher bands.

6.   Conclusions

The research had a number of objectives; key findings in relation to these are described in the following sections.

- *What is the perceived relevance and focus of IiP?*

Organisations generally give two main reasons for their initial engagement with IiP, to gain benefits by association with the Standard, as a recognised, well-respected standard, and to drive internal change. Each was mentioned by more than 95 per cent of employers.

Those that renew do so because they continue to see it as a well-respected, widely recognised standard (43 per cent), but additionally see it as an important means to continue to maintain standards internally (20 per cent) and to drive change and improve people management practices (18 per cent).

- *What changes are made in organisations during their journey to accreditation?*

Many employers already had a lot of the required policies in place before committing to IiP and around half of respondents said they did not have to make many changes to meet IiP requirements. This suggests that the Standard serves to accredit existing practice. However, when asked about specific policies and practices, the accreditation process did require the majority of employers to make some changes to their policies and practices: around seven in ten new recognition employers either introduced new or developed existing policies as a direct result of working towards IiP. These changes most commonly affected ways to assess management effectiveness, training and appraisal plans, and processes for consulting staff about change, all clearly quite sophisticated aspects of HR practice.   Through demanding a holistic set of people management policies and practices, IiP can be said to promote best practice.

Among new recognition employers, those in the private sector and those with fewer than 25 employees were much more likely to have introduced or developed plans and practices as a result of working towards IiP.

- *What are employers' experiences of preparing for and undergoing the assessment process and what contribution is made to the implementation of IIP through the service provided by advisors/assessors?*

Four-fifths of employers met with an IiP specialist after deciding to commit or renew, and for around three-fifths of these employers this developed into regular (at least monthly) contact. Satisfaction with the IiP specialists and the content, frequency and level of advice and support was generally high, although some felt explanations of the benefits of IiP could have been better.

In addition to dealing with specialists around half had used other sources of information and advice, most often the IiP website (24 per cent of all respondents). Three-fifths of website users (62 per cent) were very satisfied with the content of the website. There are also signs that the website is less likely to completely satisfy those working towards the higher level, and some consideration might be given to how it could be more tailored to this group.

High satisfaction levels were recorded with the actual assessment performed (although it must be borne in mind that the survey only covered employers that were successful in the accreditation process).

- *What is the impact on workforce development?*

Significant numbers of employers report IiP impacting positively on their workforce. Almost half (47 per cent) say the ability of staff to do their jobs has improved because of IiP, around two-fifths (42 per cent) had experienced increasing workforce productivity and just over a third (35 per cent) reported improved levels of staff commitment because of their involvement with the Standard. More than a fifth of new recognitions reported an increase in the amount of training received by staff (24 per cent) and / or the proportion of staff receiving training (21 per cent).

- *What is the impact on business performance?*

Around a fifth of private sector employers reported that sales (17 per cent) and profits (20 per cent) had risen, at least in part, because of IiP.

There were quite wide sector variations, with results much more positive than average in Retail and much less positive in Construction, but this in part reflects the particularly challenging economic conditions experienced in the construction sector. Clearly the potential for IiP to have an impact on business performance is heavily influenced by the prevailing economic conditions.

- *What is the impact on HR outcomes?*

The reported levels of improvement in HR measures (such as staff turnover, absenteeism and the incidence of disciplinary action) were, slightly surprisingly, less common than more direct business benefits, but still a third felt staff commitment had improved as a result of IiP, one in ten had seen a fall in absenteeism, and one in twelve had seen staff turnover fall as a result of their involvement in IiP. It should be noted that not all businesses were necessarily pursuing these outcomes.

- *Did IiP meet expectations?*

Almost all employers felt the business benefits of IiP met (71 per cent) or exceeded (23 per cent) their expectations. This suggests that more emphasis could be placed on the benefits of achieving accreditation when publicising the Standard to organisations. The vast majority of employers (89 per cent) felt that holding the IiP status had a positive effect on their organisation, indeed almost two-fifths (38 per cent) said it had had a significant positive impact.

- *How are costs of IiP perceived by customers? Does IIP deliver value for money?*

Half of all employers regard IiP as providing very good value for money (a rating of 8 plus on a 1-10 scale). In contrast one in six employers felt IiP represented relatively poor value (a score of 1-5 on a 10 point scale).

New recognitions are particularly positive: 57 per cent think it very good value for money compared with 47 per cent of renewals, as are those who felt that they had to make significant changes to achieve accreditation: both suggest that the further that employers have to travel on the IiP 'journey' to achieve IiP accreditation the more they benefit. Mid-sized organisations with 25-99 staff and new recognitions in Northern Ireland were also much more positive than average about value for money.

When employers were asked what one change they would make to their IiP experience, relatively few employees felt any changes were necessary, the most common response however, mentioned by 13 per cent spontaneously, was to reduce the cost of IiP assessment, particularly in the Health sector (23 per cent), and Government and Education sectors (both 22 per cent).

- *Overall views of IiP*

Satisfaction with IiP is high: 79 per cent of employers gave an overall rating of eight or higher on a ten-point scale, rising to 84 per cent among new recognitions. There was some indication that middle-sized employers (25 to 99 staff) were more satisfied and generally were more likely to see more benefits from IiP recognition than large or small employers. Those who needed to make more changes than average to achieve accreditation were more satisfied and had experienced more benefits from IiP than average.

- *How important is IiP to these organisations?*

The majority of employers (54 per cent) rated IiP of high importance to their business strategy (giving an eight or higher rating on a scale of 1-10, where one represented "not at all important" and 10 "vital,"). In comparison around one in six (17 per cent) gave a low rating (of just 1-5).

Large employers with 100 or more staff and those in England and Northern Ireland rated IIP as of higher than average importance, as did those in Care and Finance and Professional Services (particularly compared against those in Construction, Retail and Education).

The importance of IiP to their overall business strategy is also higher than average among renewals (who have clearly been working with IiP for longer than new recognitions), those that achieved higher level accreditation, and those that had to make significant changes to achieve accreditation. This confirms that IiP brings particular benefits to, and is more valued by, employers with a longer and deeper involvement with the Standard, and supports the strategy of encouraging higher level accreditation. However, the positioning of the higher levels needs careful consideration as around a quarter of those achieving the standard level of recognition feel the higher bands have undermined the level that they have achieved.

IiP's high relative importance to all groups of employers is confirmed by the fact that the vast majority of new recognitions said they would be likely to seek to maintain accreditation when the time comes for renewal (93 per cent): over half of which said they would definitely renew (54 per cent) while a further quarter (25 per cent) thought that renewal was very likely.

7. Appendix A: Sampling and weighting

7.1 Sampling strategy

This first wave of the Investors in People Evaluation quantitative employer survey sought to undertake interviews with 1,000 employers about their experience and perceptions of IiP. The focus was on those recently accredited and the aim was to interview as many new recognitions as possible (employers recognised for the first time in the 12 months prior to fieldwork), with the remaining interviews to be undertaken with those who had had their recognition renewed in that period.

The objectives of the sampling design were to:

- Deliver as many interviews with first time recognitions as possible;

- Maximise the potential for disaggregated analysis by:

  o Devolved administration;

  o Business sector – in as much detail as possible and in such a way as to map to the sectors used by SSCs for skills assessments;

  o Status of IiP recognition (Standard, Bronze, Silver, Gold);

  o Size of accredited organisation.

7.2 Population counts

The sample of employers was obtained from two sources: the UKCES database which shows all accreditations and renewals up to March 2011, and the Regional IiP Centres which each sent their database of recognitions and renewals for the period April 2011 to July 2011. This yielded the following counts, shown in Table 7.1.

Table 7.1:   Sample counts by IiP accreditation

	July 2010 to March 2011	April 2011 onwards	No date supplied (but known to fall in relevant period)	Total
New recognitions	746	149	33	928
Renewals	2,836	241	300	3,377

Table 7.2 below details the distribution of the population / sample in terms of the criteria of interest for stratification.

Table 7.2:   Population distribution by country, sector, IiP status and size

	New recognitions		Renewals	
	N	%	N	%
Country				
England	608	66%	2,683	79%
Northern Ireland	79	9%	139	4%
Scotland	58	6%	326	10%
Wales	183	20%	229	7%
Sector				
Accommodation, food and tourism activities	25	3%	78	2%
Agriculture, forestry and fishing	3	0%	21	1%
Construction	84	9%	299	9%
Creative media and entertainment	12	1%	54	2%
Energy production and utilities	5	1%	6	0%
Financial, insurance & other prof. services	40	4%	236	7%
Information and communication	16	2%	74	2%
Manufacturing	24	3%	228	7%
Real estate and facilities management	19	2%	99	3%
Transportation and storage	8	1%	35	1%
Wholesale and retail trade	33	4%	130	4%
Not within scope of SSAs	25	3%	123	4%
Sub-total: "private sector"	294	32%	1383	41%
Care	97	10%	384	11%
Education	75	8%	750	22%
Government	36	4%	194	6%
Health	28	3%	135	4%
Sub-total: "public sector"	236	25%	1463	43%
Sector not known	398	43%	531	16%
IiP status				
Standard	903	97.3%	3,277	97.0%
Bronze	16	1.7%	57	1.6%
Silver	6	0.6%	18	0.5%
Gold	3	0.3%	25	0.7%
Size of organisation				
Under 25	403	43%	850	25%
25-49	196	21%	704	21%
50-99	128	14%	618	18%
100-249	108	12%	663	20%
250+	59	6%	385	11%

Given that the primary focus of the study was to hear the views of new recognitions, and that they were relatively few in number, a census was adopted among this group aiming

to achieve as many interviews as possible from the total sample of new recognitions (regardless of their "firmographic" characteristics).

7.3   Sampling approach for renewals

The number of renewals available in the sample was 3,377 and the expectation was that it would be necessary to deliver around 450 completed interviews. Two sampling approaches were considered, namely matching the sample proportions drawn for new recognitions and conducting a census among these, and taking a more purposive approach to the selection of contacts from the renewals sample. The latter approach was chosen in order to maximise our ability to present findings discretely for each of the devolved administrations and facilitate analysis of the enhanced IiP status organisations.

More specifically, this meant taking a larger proportion of the contacts in Northern Ireland, Scotland and Wales and of the enhanced IiP status organisations, as well as the largest employers (250+ employees). The remaining sample was selected randomly to give a profile of renewal sample that matched the sector and size breakdowns as far as possible.

7.4   Weighting

Once all 1000 interviews were achieved, data was weighted to reflect the initial population statistics. This ensured that over-sampling in the smaller subgroups did not lead to them having disproportionate influence on the final data. The difference in profile between the new recognitions and renewals suggested that it would be prudent to weight them independently of each other to their respective populations.

New recognitions

The survey population quite closely matched the actual population (see Table 7.3) though an interlocking Nation by Size grid was used to correct for slight differences between the two.

Due to the census approach, sector and status were not used in the weighting, as the proportions gathered in the survey could be considered more accurate than the incomplete population data.

Table 7.3: **Population vs achieved interviews: New recogntions**

	Population		Achieved	
	N	%	N	%
Country				
England	607	66%	333	61%
Northern Ireland	79	9%	59	11%
Scotland	58	6%	37	7%
Wales	183	20%	121	22%
Size of organisation				
Under 25	403	43%	247	45%
25-49	196	21%	120	22%
50-99	128	14%	83	15%
100-249	108	12%	54	10%
250+	92	10%	46	8%

Renewals

Due to the way renewals have been sampled (maximising interviews achieved in the smaller subgroups), the grossing up needed to correct for this.

The grossing up took account of the variables that had been over-sampled in the records selected for interview, namely Nation and Size (interlocking, as with new recognitions). Status was also "over-sampled" as so few records in the data were labelled as being "Bronze", "Silver" or "Gold". However this did not lead to these groups being over-represented (e.g. when a comparison is made with New Choices).

Sector was rejected as a possible rim weight given the uncertainties about the population data. This decision was taken firstly by virtue of the fact that the sampling was conducted such that sector fell out entirely randomly, which meant it was in line with the general population of the sample, and secondly that comparing the public/private split to the Employer Perspectives data showed that the renewal survey population matched quite closely. This provided reassurances that the key variable was close enough to the population to make sector weighting unnecessary.

Table 7.4 shows the figures used for the weighting and grossing up.

Table 7.4:   Population vs achieved interviews: Renewals

	Population		Achieved	
	N	%	N	%
Country				
England	2,676	76%	202	45%
Northern Ireland	139	4%	52	12%
Scotland	325	10%	120	27%
Wales	229	7%	76	17%
Size of organisation				
Under 25	850	25%	121	27%
25-49	704	21%	63	14%
50-99	618	18%	52	12%
100-249	663	20%	54	12%
250+	534	16%	160	36%

8.   Appendix B: Survey questionnaire

Private & Confidential   J5020
Evaluation of Investors in People   Telephone

S   Screener

ASK TELEPHONIST

S1 **Good morning / afternoon. My name is NAME and I'm calling from IFF Research. Please can I speak to** [IF CONTACT NAME ON SAMPLE: **NAME** IF NOT: **your HR Director / the person responsible for staff and HR issues?**]

Speaking to correct person – CONTINUE		CONTINUE
Transferred		TAKE CORRECT NAME/NUMBER AND CONTINUE
Hard appointment		MAKE APPOINTMENT
Soft Appointment		
No reply / Answer phone		CALL BACK
Engaged		
Refusal		CLOSE
Refusal – company policy		
Refusal – Taken part in recent survey		
Not available in deadline		
Fax Line		
Residential Number		
Dead line		
Company closed		

ASK ALL

S2 **[S1=2-4: Good morning / afternoon, my name is NAME, calling from IFF Research, an independent market research company.] We're conducting a survey on behalf of Investors in People, which is managed by the UK Commission for Employment and Skills.**

IFF are conducting interviews with organisations who have recently achieved IiP recognition or had their recognition renewed to find out about their experience of IiP and the impact it has had on their organisation.
Would you be the best person at your organisation to speak to regarding the Investors in People standard?

Yes		CONTINUE
Referred to someone else at establishment NAME_____ JOB TITLE_____		ASK TO BE TRANSFERRED AND REINTRODUCE / MAKE APPOINTMENT IF NOT AVAILABLE
Organisation not recognised with IiP		

WHEN SPEAKING TO CORRECT PERSON:

S3 **Is now a good time to talk? It should take around 20 minutes, depending on your answers.**

Yes		CONTINUE
Hard appointment		MAKE APPOINTMENT
Soft appointment		
Refusal		THANK AND CLOSE
Refusal – company policy		
Refusal – taken part in recent survey		
Not available in deadline		

TEXT TO SHOW ON CALLBACK

S4 **Good morning / afternoon, my name is NAME, calling from IFF Research, an independent market research company. You spoke to one of my colleagues recently about a survey we're conducting on behalf of Investors in People - is now a good time to talk?**

IF NECESSARY: **It should take around 20 minutes, depending on your answers.**
IF NECESSARY: **Investors in People is managed by the UK Commission for Employment and Skills.**

Yes		CONTINUE
Hard appointment		MAKE APPOINTMENT
Soft appointment		
Refusal		THANK AND CLOSE
Refusal – company policy		
Refusal – taken part in recent survey		
Not available in deadline		

ASK ALL

S5 **First, can I check, in regard to Investors in People which one of the following applies...**READ OUT AND CODE ONE ONLY (START WITH EXPECTED CATEGORY FROM SAMPLE)

We were recognised by Investors in People for the first time in the last 12 months	1	CONTINUE WITH SECTION A	= NEW RECOGNITION
We completed a renewal of our recognition within the last 12 months	2	CONTINUE WITH SECTION A	= RENEWAL
Neither / Don't know	3	ASK NEXT QUESTION THEN THANK AND CLOSE	

ASK IF S5=3

S6 **Can you tell me what your Investors in People status is?**
DO NOT READ OUT

Renewal was not successful / still in the process	1	THANK AND CLOSE
First renewed more than 12 months ago	2	
No dealings with Investors in People	3	
Other (SPECIFY)	0	
Don't know	X	

A   Details of accreditation

ASK ALL
A5   Would you classify your organisation as one...?
READ OUT. CODE ONE ONLY

MAINLY seeking to make a profit	1
A charity or voluntary sector organisation or a social enterprise (not-for-profit)	2
A local-government financed body ADD IF NECESSARY: such as a school or a body delivering leisure, transport, social care, waste or environmental health services	3
A central government financed body ADD IF NECESSARY: such as the Civil Service, any part of the NHS, a college or university, the Armed Services, an Executive Agency or other non-departmental public bodies	4
DO NOT READ OUT: Other (specify)	5
DO NOT READ OUT: None of the above	6

A1   **Is...**READ OUT**?**
CODE ONE ONLY

Your whole organisation recognised by Investors in People	1	Continue
Only this site	2	
Only this department	3	
Or is some other part of the organisation recognised by Investors in People? (write in)	4	
(DO NOT READ OUT) NOT ACCREDITED WITH IIP	5	THANK AND CLOSE
DO NOT READ OUT: Don't know	6	Continue

A1DUM: QUESTION TO SET TEXT SUB		
Organisation	1	A1=1 OR A1=6
Site	2	A1=2
department	3	A1=3
[Other text from A1]	4	A1=4

ASK RENEWALS (S5=2)

A4 **Were you involved in the process when your** [A1DUM **organisation/site/department] was working towards its FIRST IiP recognition?**
PROMPT AS NECESSARY

Yes	1	
No	2	
Don't remember	3	

B Experience of the recognition / renewal process

ASK ALL RECOGNITION (S5 = 1) AND THOSE RENEWALS WHO WERE INVOLVED IN THE FIRST RECOGNITION (A4 =1)

B1 **Thinking about your experience of working towards IiP recognition, did each of the following influence the initial decision to work towards the Investors in People award to a large extent, to some extent or not at all?**
READ OUT.

PROMPT IF NECESSARY: **Organisations may decide to work towards the Investors in People award to address a particular problem e.g. (retention issues)**

RANDOMISE ORDER	To a large extent	To some extent	Not at all	DK
a B1A DELETED	1	2	3	4
b The fact that **IiP is a recognised, well respected standard**	1	2	3	4
c **We were already close to meeting the standard**	1	2	3	4
d **To keep up with competitors**	1	2	3	4
e **Clients require or prefer us to have IiP**	1	2	3	4
f B1f DELETED				
g PRIVATE SECTOR ONLY (A5=1): **To gain a competitive advantage**	1	2	3	4
h ASK ALL: **To drive change and improve people management practices within the** [A1DUM **organisation/site/ department**]	1	2	3	4

[S5=2: **I am now going to ask some questions about your experience of working towards IiP renewal. Please answer in terms of your most recent IiP renewal if your organisation has had its IiP recognition renewed more than once.**]

IF RENEWAL (S5=2)

B2 **What was the MAIN reason for your** [A1DUM **organisation/site/department] deciding to renew your Investors in People recognition?**
DO NOT READ OUT. ALLOW MULTICODE

BUSINESS ADVANTAGE

IiP is a recognised, well known / respected standard	1
To keep up with competitors / To gain a competitive advantage	2
Clients require / prefer us to have IiP	3
To bring in new clients/ more work / higher turnover	4

TO CHANGE SOMETHING INTERNALLY

To drive change and improve people management practices	5
To solve a specific problem (e.g. retention issues)	6

TO BUILD ON RECOGNITION STATUS

If we hadn't renewed achieving IiP recognition would have been a wasted effort	7
To work towards bronze/silver/gold IiP recognition	8
Renewal process straightforward / less time consuming / resource intensive	9

OTHER

Other (write in)	0
Don't know	X

ASK ALL

B3 **When your** [A1DUM **organisation/site/department] first** [S5=1: **committed to IiP;** S5=2: **decided to renew your IiP recognition] did you have a meeting with a specialist from Investors in People, where they found out about your** [A1DUM **organisation/site/department] and explained how the assessment process would work?**

ADD IF NECESSARY: **By "specialist" we mean an IiP Advisor, Assessor or IiP Centre staff.**

Yes	1	ASK NEXT QUESTION
No	2	SKIP TO B5
Don't know	3	SKIP TO B5

IF HAD MEETING (B3=1)

B4 **Thinking about this meeting, to what extent did it help you to understand what you needed to do to** [S5=1: **achieve**; S5=2: **renew your**] **IiP recognition? Please answer on a 1-10 scale where 1 is not at all helpful and 10 is extremely helpful.**

Not at all helpful								Extremely helpful	Don't know

ASK IF NO MEETING (B3=2 OR 3)

B5 **Did your** [A1DUM **organisation/site/department**] **have contact at all with an Investors in People specialist whilst you were working towards** [S5=1: **recognition;** S5=2: **renewal**]**?**

Yes	1	ASK NEXT QUESTION
No	2	SKIP TO B10
Don't know	3	SKIP TO B10

IF HAD CONTACT WITH SPECIALIST (B3=1 OR B5=1)

B6 **On average how often did your** [A1DUM **organisation/site/department**] **have contact with an Investors in People specialist whilst you were working towards** [S5=1: **recognition**; S5=2**: renewal**]**?**
PROMPT AS NECESSARY

Every day	1
Every few days	2
Once a week	3
Once every couple of weeks	4
One a month	5
Less than once a month	6
Don't know	7

B7   **How satisfied were you with the IiP specialist for each of the following. Please use a 1 to 10 scale where 1 is very dissatisfied and 10 is very satisfied...?**
READ OUT. CODE ONE ONLY.

	Very dissatisfied							Very satisfied			DK
a **Their explanation of the** [S5=1: **recognition**; S5=2 **renewal**] **process and what would be required to achieve** [S5=1: **recognition**; S5=2 **renewal**]	1	2	3	4	5	6	7	8	9	10	11
b **Their explanation of the benefits of** [S5=1:**achieving IiP recognition**; S5=2 **IiP renewal**]	1	2	3	4	5	6	7	8	9	10	11
c **Their understanding of the specific requirements of your** [A1DUM **organisation/site/department**]	1	2	3	4	5	6	7	8	9	10	11
d **Their support of your** [A1DUM **organisation/site/department**] **through the** [S5=1: **recognition**; S5=2 **renewal**] **process**	1	2	3	4	5	6	7	8	9	10	11
e**That they provided sufficient levels of contact throughout the** [S5=1: **recognition**; S5=2 **renewal**] **process**	1	2	3	4	5	6	7	8	9	10	11

B8   **Thinking of the advice and information your** [A1DUM **organisation/site/department**] **received from the IiP specialist** [S5=2: **during the renewal process**], **using the same scale where 1 is very dissatisfied and 10 is very satisfied, how satisfied were you with...**
READ OUT. CODE ONE ONLY.

	Very dissatisfied								Very satisfied	DK
a **The quality of the advice or information**	1	2	3	4	5	6	7	8	9	10	11
b **The relevance of advice to our** [A1DUM **organisation/site/ department**]	1	2	3	4	5	6	7	8	9	10	11
c **How easy it was to understand the advice or information**	1	2	3	4	5	6	7	8	9	10	11
d **The level of detail of the advice or information**	1	2	3	4	5	6	7	8	9	10	11

IF DISSATISFIED WITH ANY (B8 A B C OR D=1-4)

B9   **How could the advice or information have been improved?**
PROBE FOR SPECIFIC SUGGESTIONS

WRITE IN

ASK ALL

B10 [IF B3=1 OR B5=1: **In addition to the IiP specialist,] What sources of information or advice, if any, did you access to help your** [A1DUM **organisation/site/department**] **achieve IiP** [S5=1: **recognition;** S5=2 **renewal**]**?**
DO NOT READ OUT. CODE ALL THAT APPLY.

IiP Ambassadors	1
Business Link	2
Industry body	3
Other employers who had achieved/were working towards IiP	4
Paid for consultants	5
IiP website	6
Other (write in)	0
None	V
Don't know	X

IF B10 ≠ 6

B10A **Have you visited the IiP website in the past 12 months?**

Yes	1
No	2
Don't remember	3

IF YES (B10A=1 or B10 = 6)

B10B **Overall how satisfied were you that the website contained all the information you needed?**

Very dissatisfied									Very satisfied	Don't know
1	2	3	4	5	6	7	8	9	10	11

ASK ALL

B11 **Now thinking about the evidence collected as part of the assessment** [S5=2 **for renewal**], **on a scale of 1 to 10, where 1 is very dissatisfied and 10 is very satisfied, to what extent were you satisfied or dissatisfied with the following elements of the assessment?**

	Very dissatisfied						Very satisfied				DK
a **That all of the relevant information was considered as part of the assessment**	1	2	3	4	5	6	7	8	9	10	11
c **That the assessment report was a fair and accurate reflection of your** [A1DUM **organisation/site/ department**]	1	2	3	4	5	6	7	8	9	10	11
d **That the assessor understood your** [A1DUM **organisation/site/ department**] **and your own situation**	1	2	3	4	5	6	7	8	9	10	11

B12 THERE IS NO B12

B13 **How could the Investors in People** [S5=1: **recognition;** S5=2**: renewal**] **process be improved?**
DO NOT READ OUT. CODE ALL THAT APPLY.

More straightforward to achieve	1
More challenging to achieve	2
Less time consuming / resource intensive	3
Less paperwork / bureaucracy	4
More direct contact / support from IiP	5
Better quality support from IiP specialist	6
Reduce cost of specialist	7
Other (write in)	8
Nothing / fine as was	9
Don't know	10

IF RENEWAL AND WAS INVOLVED FIRST TIME ROUND (S5=2 AND A4=1)

B14 **How did the renewal process compare to when you were first working to achieve IiP recognition, was it...?**
READ OUT

A lot harder	1
A bit harder	2
The same	3
A bit easier	4
A lot easier	5
DO NOT READ OUT: Don't know	6

C Changes to policies and working practices

IF NEW ACCREDITATION (S5=1)
In order to achieve IiP recognition organisations are often required to make changes to their policies and working practices.

C1 **In overall terms, how substantial were the changes that needed to be made to your** [A1DUM **organisation/site/ department**]**'s policies and working practices in order to meet the requirements of Investors in People? Please answer on a scale of 1 to 10 where 1 is minimal changes were required and 10 is very significant changes to policies and working practices were required.**
READ OUT. CODE ONE ONLY.

1 – Minimal changes required	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9
10 – Very significant changes required	10
DO NOT READ OUT: Don't know	11

ASK ALL

C2 **I'm now going to read a list of policies and practices that some employers adopt and I'd like you to tell me which you currently have in place?**
READ OUT. CODE ALL THAT APPLY.

A business plan that specifies the objectives for the coming year	1	
A training plan that specifies in advance the level and type of training your employees will need in the coming year	2	
A budget for training expenditure	3	
An induction plan for new employees	4	
A clear process for consulting staff about change or having staff involved in decision making	5	
A process for assessing management effectiveness	6	
An appraisal plan or defined process for providing feedback to staff on their performance	7	
Equality and diversity policies and practices	8	
Any other systems or processes required by IiP (write in)	9	
DO NOT READ OUT: None of the above	10	SKIP TO SECTION D
DO NOT READ OUT: Don't know	11	SKIP TO SECTION D

IF NEW ACCREDITATION (S5=1) – RENEWERS GO TO C9
ASK C3 FOR EACH RESPONSE GIVEN AT C2.

C3 **And still thinking about the policies and practices you currently have in place, I'd like to understand if you already had them in place at the time you first committed to IiP, if you've developed further things you were already doing when you committed, or if you've introduced them since you committed? So for** [EACH POLICY AT C2 INDIVIDUALLY] **was this...**
READ OUT

Something you already had in place at the time you first committed to IiP	1
Something you were doing and developed further after committing to IiP	2
Or something you have introduced since you committed to IiP	3
DO NOT READ OUT: Don't know	4

ASK C4 TO C6 SEQUENTIALLY FOR EACH ITERATION
ASK C4 FOR EACH WHERE C3=2 OR 3

C4 **Would you say the development of** [INSERT ANSWER FROM C3] **was a direct result of working towards IiP, or would these changes have been made anyway?**
DO NOT READ OUT. CODE ONE ONLY

A direct result of working towards IiP recognition	1
Would have happened anyway	2
DO NOT READ OUT: Don't know / difficult to say	3

IF CHANGE WOULD HAVE HAPPENED ANYWAY (C4=2)

C5 **Although this would have happened anyway, did IiP mean it happened faster than it might otherwise have done?**

Yes – A great deal faster	1
Yes – a little faster	2
No – would have happened at approximately the same time regardless	3
DO NOT READ OUT: Don't know	4

ASK C6 IF C4=2 EXCEPT "TRAINING BUDGET" (C2=3)

C6 **And although this would have happened anyway, did IiP mean the final** [C2 TEXT e.g. "business plan"] **was of a higher quality than it might otherwise have been?**

Yes – Of much greater quality	1
Yes – Of better quality	2
No –The development would have been of the same quality regardless	3
DO NOT READ OUT: Don't know	4

IF MADE CHANGES TO TRAINING PRACTICES (C3(2)=2 OR 3)

C7 **Thinking specifically about how your training practices have changed since you committed to IiP, have the following decreased significantly, decreased, not changed, increased, or increased significantly?**

	Decreased significantly	Decreased	Not changed	Increased	Increased significantly	Don't know
a **The amount of training received by staff**	1	2	3	4	5	X
b **The proportion of staff receiving training**	1	2	3	4	5	X
c **The** [A1DUM **organisation/ site/department]'s focus on leadership and management training**	1	2	3	4	5	X

C8   THERE IS NO C8

ASK RENEWERS (S5=2 AND C2=1-9) – OTHERS GO TO SECTION D
ASK C9 AND C10 FOR EACH RESPONSE MENTIONED AT C2 IN TURN

C9   **Did you actively review any of these policies when you came to renew your IiP recognition?**

SHOW ANSWER FROM C2

Yes	1
No	2
Don't know	3

IF YES (C9=1)

C10   **Did you make any changes as a result of this review that would not have been made otherwise?**

Yes	1
No	2
Don't know	3

D   Impact of Investors in People

ASK ALL
We are interested now in any changes that may have taken place in your [A1DUM **organisation/site/department**] **since you became recognised with Investors in People.**

D1   [S5=1: **Since becoming;** S5=2**: Since your** [A1DUM **organisation/site/department**] **first became**] **recognised by Investors in People have the following increased, stayed the same or decreased?**
READ OUT.

RANDOMISE ORDER	Increased	Stayed the same	Decreased	Too early to say	DK
a **The quality of products or services you provide**	1	2	3	4	5
b **The productivity of the workforce**	1	2	3	4	5
c **The ability of staff to do their jobs**	1	2	3	4	5
d PRIVATE SECTOR ONLY (A5=1): **Volume of sales**	1	2	3	4	5
e ALL: **Satisfaction among your customers or users of your service**	1	2	3	4	5
f PRIVATE SECTOR ONLY (A5=1): **The profit made by the** [A1DUM **organisation/site/department**]	1	2	3	4	5

FOR ANY THAT HAVE SEEN AN INCREASE (D1=1)

D2 **We're interested to know to what extent do you attribute these increases to holding the Investors in People standard, or the changes made in order to achieve it?**

So do you attribute the increase in <STATEMENT AT D1> to holding the Investors in People standard or the changes made in order to achieve it to a large extent, to some extent or did it not play a part.
READ OUT

SHOW ONLY IF D1=1 FOR EACH	To a large extent	To some extent	Did not play a part	Too early to say	DK
a **The quality of products or services you provide**	1	2	3	4	5
b **The productivity of the workforce**	1	2	3	4	5
c **The ability of staff to do their jobs**	1	2	3	4	5
d PRIVATE SECTOR ONLY (A5=1): **Volume of sales**	1	2	3	4	5
e ALL: **Satisfaction among your customers or users of your service**	1	2	3	4	5
f PRIVATE SECTOR ONLY (A5=1): **The profit made by the** [A1DUM organisation/site/department]	1	2	3	4	5

ASK ALL

D3 **And have the following increased, decreased or not changed among your staff since your** [A1DUM **organisation/site/department**] **achieved IIP recognition?**
READ OUT.

RANDOMISE ORDER	Increased	No change	Decreased	Too early to say	DK
a **Absenteeism among staff**	1	2	3	4	5
b **Staff commitment to the organisation**	1	2	3	4	5
c **Staff turnover**	1	2	3	4	5
d **Recruitment costs**	1	2	3	4	5
e **The incidence of needing to take disciplinary action against staff**	1	2	3	4	5
f **The quantity of job applicants**	1	2	3	4	5
g **The quality of job applicants**	1	2	3	4	5

FOR ANY THAT HAVE SEEN A CHANGE (D3=1 OR 3)

D4 **To what extent do you attribute these changes to holding the Investors in People standard?**
READ OUT. IF 'YES' ASK IS THAT TO A LARGE EXTENT OR SOME EXTENT?

RANDOMISE ORDER	To a large extent	To some extent	Did not play a part	Too early to say	DK
a **Absenteeism among staff**	1	2	3	4	5
b **Staff commitment to the organisation**	1	2	3	4	5
c **Staff turnover**	1	2	3	4	5
d **Recruitment costs**	1	2	3	4	5
e **The incidence of needing to take disciplinary action against staff**	1	2	3	4	5
f **Quantity of job applicants**	1	2	3	4	5
g **Quality of job applicants**	1	2	3	4	5

ASK ALL

D5 **And has your** [A1DUM **organisation/site/department**] **introduced any new products or services since your achieved IiP recognition?**
READ OUT.

Yes	1
No	2
DO NOT READ OUT: Don't know	3

IF YES (D5=1)

D6 **Do you attribute this introduction of new products or services to holding the Investors in People standard...?**
READ OUT

To a large extent	1
To some extent	2
Or not at all	3
DO NOT READ OUT: Don't know	4

ASK ALL

D7 **Has holding Investors in People, or the work done in order to attain it, had any positive impact on the** [A1DUM **organisation/site/department**] **that we have not already mentioned?**

Yes (IF YES SPECIFY. PROBE FULLY)	1
No	2
Don't know	3

WRITE IN

D8 **Were there any benefits that you anticipated before your** [A1DUM **organisation/site/department**] **committed, that have not been realised?**
PROBE FULLY

Yes	1	ASK NEXT QUESTION
No	2	ASK NEXT ASK ALL
Don't know	X	

IF YES (D8=1)

D9 **What were these benefits?**

WRITE IN

ASK ALL

D10 **Do you collect evidence of the benefits IiP has had on your** [A1DUM **organisation/site/ department**]**?**

Yes	1
No	2
Don't know	3

D11 **Has holding Investors in People, or the work done in order to attain it, had any negative impact on the** [A1DUM **organisation/site/department**] **not already mentioned?**

Yes (IF YES SPECIFY. PROBE FULLY)	1
No	2
Don't know	X

D12 **Overall, for your** [A1DUM **organisation/site/ department**] **do you feel that the Investors in People has had a...?**
READ OUT

Significantly negative impact	1
Small negative impact	2
No impact	3
Small positive impact	4
Significantly positive impact	5
Some negative and some positive impact	6
DO NOT READ OUT: Don't know	7

IF NEGATIVE (D12=1, 2 or 6)
D13 **Why do you say there has been some negative impact?**

WRITE IN

ASK ALL
D14 **And overall has the scale of business benefits resulting from Investors in People been**
READ OUT

Much higher than expected	1
A bit higher than expected	2
About the same as expected	3
A bit lower than expected	4
Or much lower than expected	5
DO NOT READ OUT: Don't know	6

E Wider Perceptions

IF NEW RECOGNITION (S5=1)

E1 **How likely is your** [A1DUM **organisation/site/department**] **to seek to maintain your recognition when you come to be reviewed?**
READ OUT

Definitely won't	1
Very unlikely to	2
Probably won't	3
Probably will	4
Very likely to	5
Definitely will	6
Too early to say	7
DO NOT READ OUT: Don't know	8

IF POSITIVE OR NEGATIVE AT E1:

E2 A) IF E1=1-3 **Why do you say that?**
B) IF E1=4-6 **Why do you say that?**

WRITE IN

ASK ALL

E3 **According to our records your [**A1DUM **organisation/site/department] has achieved [champion/gold/silver/bronze/standard] Investors in People recognition. Can I confirm this is correct?**
DO NOT READ OUT. CODE ONE ONLY

Bronze	1	
Silver	2	ASK E5
Gold	3	
Champion Status	4	
Standard	5	ASK E4

IF "STANDARD" (I.E. NOT ONE OF THE NEW "BANDED" RECOGNITIONS) E3=4

E4 **To what extent are you aware of the recent extensions to the Investors in People standard – namely the Bronze, Silver, Gold and Champion levels. Are you...**
READ OUT. CODE ONE ONLY.

fully aware of and understand the requirements of these bands	1
aware of the terms but unsure what the requirements for these standards are	2
Or are you not familiar with these terms	3

IF E4=2/3, EXPLAIN: **Investors in People have brought in a new banded level of recognition which rates organisations on how well they perform against the framework. Beyond the "Standard" level, the new approach introduces opportunities to celebrate further achievement. Organisations can achieve Bronze, Silver, Gold or Champion status by meeting additional evidence requirements from across the framework.**

ASK ALL

E5 **For each of the following statements about the new bandings please say if you disagree strongly, disagree, neither agree nor disagree, agree, or agree strongly.**

RANDOMISE
a **The banded levels are an effective way of celebrating further achievement**
b **The new bands** ["STANDARD": **are** OTHERS: **were**] **an incentive for us to achieve more within the framework**
c **We would be put off re-applying if we could not reach the top band**
d IF E3≠3 **We** ["STANDARD": **would not be** OTHERS: **were not**] **able to make the commitment to achieve the highest banding as the workload** ["STANDARD": **would be** OTHERS: **was**] **too large**
e STANDARD ONLY: **The introduction of the banded standards has undermined the importance of our current recognition**

E6 **On a scale of one to ten where one is "not at all important" and ten is "vital", how important is it to your business strategy that your** [A1DUM **organisation/site/department**] **is recognised with Investors in People?**

E7 **And, on the same scale, how important is it to your customers or users of your services?**

	E6	E7
1 – Not at all important	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9
10 – Vital	10	10
Don't know	11	11

E8 **Overall, how satisfied or dissatisfied have you been with your involvement in Investors in People? Please use a scale of 1-10 where 1 is very dissatisfied and 10 is very satisfied.**

1 – Very dissatisfied	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9
10 – Very satisfied	10
Don't know	11

E9 **And how would you rate your** [A1DUM **organisation/site/department**]**'s involvement in Investors in People in terms of its overall for value for money – please use a scale of 1 to 10, where 1 is very poor value for money and 10 is very good value.**

Very poor value for money									Very good value	Don't know
1	2	3	4	5	6	7	8	9	10	X

E10 **Overall, if you could make one change to your experience of the Investors in People standard, what would it be?** PROBE FOR SPECIFICS

WRITE IN
None ....V Don't know ...X

F Firmographics

ASK ALL

F4 **What is the main activity of your organisation?**
DO NOT READ OUT; CHOOSE ONE THAT APPLIES – READ IT OUT – IF AGREE CODE, IF DISAGREE READ FULL LIST

[INTERVIEWER NOTE IF SECTOR SHOWN ON SAMPLE]: INTERVIEWER: SECTOR GIVEN ON SAMPLE IS [SECTOR]

Agriculture, forestry and fishing	1
Energy production and utilities	2
Manufacturing	3
Construction	4
Wholesale and retail trade	5
Transportation and storage	6
Accommodation, food and tourism activities	7
Information and communication	8
Creative media and entertainment	9
Financial, insurance & other professional services	10
Real estate and facilities management	11
Government	12
Education	13
Health	14
Care	15
(DO NOT READ OUT) Other (SPECIFY)	16
DO NOT READ OUT: Don't know	17

ASK ALL

F2 How long has your [A1DUM **organisation/site/department**] **been in operation?** DO NOT READ OUT – PROMPT IF NECESSARY

Less than 12 months	1
1-5 years	2
6-9 years	3
10-14 years	4
15-19 years	5
20+ years	6
Don't know	X

F1 How many people work in the [A1DUM **organisation/site/department**]? **Please include all staff on your payroll both full and part-time.**

PROBE FOR BEST ESTIMATE AND RECORD NUMBER
IF DK ASK RANGES

1-4	1
5-9	2
10-24	3
25-49	4
50-99	5
100-249	6
250-499	7
500-999	8
1000+	9
DO NOT READ OUT: Don't know	10

IF IN OPERATION A YEAR OR LONGER (F2=2-6)

F3 Compared to 12 months ago, has the number of people employed at the [A1DUM **organisation/site/department**]**… ?**
READ OUT AND CODE ONE ONLY.

Remained about the same	1
Increased	2
Decreased	3
DO NOT READ OUT: Don't know	X

IF PRIVATE SECTOR (A5=1)

Has your [A1DUM **organisation/site/department**]**'s turnover in the last 12 months**

F5   READ OUT. CODE ONE ONLY.

Increased	1
Decreased	2
Or stayed the same	3
DO NOT READ OUT: Don't know	X

IF INCREASED OR DECREASED (F5=1 OR 2)

F6   **Was this . . .**
READ OUT. CODE ONE ONLY.

At a faster rate than the general trend in your industry	1
At a similar rate to your industry	2
In line with the general trend in your industry	3
Or opposite to the general trend in your industry	4
DO NOT READ OUT: Don't know	X

ASK ALL

F7 **Is there anything else you wish to comment on about the IiP [S5=1: recognition; S5=2 renewal]   process, that you haven't had a chance to feedback so far?**

WRITE IN None ....V Don't know ...X

G Closing questions

G1   **Thank you very much for taking the time to speak to us today. Occasionally it is necessary to call people back to clarify information; may we please call you back if required?**

REASSURE IF NECESSARY**: Your details will only be used by IFF Research to call you back regarding this particular study.**

Yes	1
No	2

G2 **In a year's time, we will be conducting a follow up survey to this one, to see how your experiences of being recognised with Investors in People have impacted your organisation over the year. The survey would involve a similar conversation to the one we have just had. Would you be happy for us to call you next year to take part in this survey?**

Yes	1
No	2

IF YES (F2=1):

G3 **And can I just confirm the best number to contact you on is** [SHOW TELEPHONE NUMBER]**?**

Yes	1	NEXT QUESTION
No	2	RECORD CORRECT NUMBER

ASK ALL

G4 **Finally, it is sometimes possible to link the data we have collected with other government surveys or datasets to enable further statistical analysis. Would you be happy for this to be done?**

ADD IF NECESSARY: **Your confidentiality will be maintained, and linked data will be anonymised and only used for statistical purposes by researchers authorised by the Office for National Statistics.**

Yes	1
No	2

RECORD NAME, CHECK COMPANY NAME AND POSTCODE (FOR ANALYSIS)

THANK RESPONDENT AND CLOSE INTERVIEW

I declare that this survey has been carried out under IFF instructions and within the rules of the MRS Code of Conduct.		
Interviewer signature:	Date:	
Finish time:	Interview Length	Mins

List of Previous Publications

Executive summaries and full versions of all these reports are available from www.ukces.org.uk

Evidence Report 1
Skills for the Workplace: Employer Perspectives

Evidence Report 2
Working Futures 2007-2017

Evidence Report 3
Employee Demand for Skills: A Review of Evidence & Policy

Evidence Report 4
High Performance Working: A Synthesis of Key Literature

Evidence Report 5
High Performance Working: Developing a Survey Tool

Evidence Report 6
Review of Employer Collective Measures: A Conceptual Review from a Public Policy Perspective

Evidence Report 7
Review of Employer Collective Measures: Empirical Review

Evidence Report 8
Review of Employer Collective Measures: Policy Review

Evidence Report 9
Review of Employer Collective Measures: Policy Prioritisation

Evidence Report 10
Review of Employer Collective Measures: Final Report

Evidence Report 11
The Economic Value of Intermediate Vocational Education and Qualifications

Evidence Report 12
UK Employment and Skills Almanac 2009

Evidence Report 13
National Employer Skills Survey 2009: Key Findings

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