

**INVESTORS IN PEOPLE
ASSESSMENT REPORT**
(Addendum to IIP Assessment Report of March 2016)

Traffic Labour Supplies Limited

Key Information

Assessment Type	Continuous Assessment
Investors in People Practitioner	Kelly Barfoot
Visit Date	29 March 2017
Assessment Enquiry Number	ENQ – 100327-XP7996

Conclusion

I'm very happy to confirm Traffic Labour Supplies Limited's IIP accreditation. I am satisfied with the evidence to meet the 12 outstanding criteria. However, I will state that the criteria has not been exceeded and there is much to do to improve people practices within the organisation. The IIP accreditation is subject to satisfactory 12 and 24 month reviews.

Please pass on my sincere thanks to all the employees I interviewed. Their openness and co-operation was appreciated. A thank you to Graham for making the assessment arrangements.

Kelly Barfoot
Investors in People Practitioner

Milestone Dates

12 Month Review	29 March 2018
24 Month Review	29 March 2019
Date of Next Full Assessment	29 March 2020

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Executive Summary (addendum to assessment report of March 2016)

Following a first time assessment for diagnostic purposes in March 2016, Traffic Labour Supplies Limited (TLS) banked 25 of the 37 IIP criteria through the continuous assessment process. At the time of my IIP assessment in March 2017 TLS Limited employ 18 people. 12 individuals were interviewed representing a sample of just over 65%, a little higher than IIP guidance due to the sample being selected prior to the subsequent exit of a number of employees. A desk review was undertaken to include the following documents: L&D Strategy, L&D Matrix, weekly reports, CSR calendar, Operations Meeting minutes, strategic business plan, apprentice appraisal and the statement of knowledge for managers.

I am happy to accredit Traffic Labour Supplies Limited with the IIP Standard. With your banked evidence and evidence presented today you meet the criteria of the Investors in People standard. I make the point that it is a case of meeting the standard only, in terms of the criteria assessed today there were no outstanding areas of practice – although I have high hopes for the future as many of your processes have only just been developed. Had this been a first time assessment rather than a continuous assessment the decision to accredit may have been in doubt due to the organisational turmoil you currently find yourselves in and the lack of embedded process. However, I can see that you are endeavouring to put a good framework in place to address the issues around leadership, performance and retention and as such I include a caveat on your IIP accreditation. Upon your 12 month review in March 2018 I would expect to see a significant and sustained improvement in leadership, development documentation and performance review. I am looking to see that the good work you have done so far is embedded throughout the organisation, known and used by everyone to good effect. If improvements are not evidenced through information & a sample of face to face interviews then I'm afraid TLS Limited would be de-accredited at this point.

On a positive note it was clear that you wish to work with IIP to put in place the structure your business requires to move forward. I can see that you are committed to introducing new ways of working to improve the way you lead and support people. There are exciting times ahead as you have a blank canvas to design processes that will really work for you. It is clear that it is time for the Directors to step back and allow Managers to manage teams as they simply can't do everything. That is not to say that the Directors shouldn't still have lots of contact with their people as they are very key to motivation, praise and reward – the key is to find balance. If I can be of any assistance on this journey prior to the 12 month review next March then please do let me know.

Assessment Findings:

02 Learning & Development Strategy 08 Learning and Development	
Top Managers: 2.1 Managers: 2.2, 8.1 People: 2.4, 8.2	<p>Following the implementation of a learning and development strategy document, TLS Limited has undertaken a full training needs analysis exercise. All employees have been surveyed to establish their current thoughts regarding career & progression along with personal development needs. Consideration has been given to both task based job development as well as personal aspirations which shows good balance. The Directors commented that there had been some surprises within this information and that it had opened their eyes to the needs and thoughts of their people – and therefore their own obligations in delivering a satisfying and motivating place to work. As this is a new process you will need to decide how this cycle will look going forward. The suggestion currently is that it should be an annual process. I might suggest that you look to simplify the current career worksheet as it is several pages long and some employees reported that it was a little off putting. There was also a feeling reported by several employees that it was risky to put too high an aspiration on the form as the Directors may look at it and say – goodbye! Perhaps there is a little communication work to be done to give reassurance and set out the purpose of the exercise.</p> <p>An organisation based learning and development plan has been devised to capture all this data and also set out costings and methods of evaluation. All levels of the organisation were aware of this plan and committed to its delivery. This is great to see and I will look forward to returning in 12 months’ time to see how it has worked in implementation. I will recommend that for courses with a high cost attached you may want to implement a study agreement with a payback clause to tie in employees for an agreed time period after the completion of their studies.</p> <p>Where learning and development had happened previously team members were able to share with me how they had implemented learning in their jobs. No barriers had been experienced in applying new learning. There was a commercial approach to learning and development with courses and qualifications being considered for internal team members in order to save money externally. A good example of application came from learning in social media leading to improved numbers in your partners.</p> <p>TLS Limited works well with apprentices, this is a strength. You have supported apprenticeships and the study that goes alongside it. Apprentices have remained within your business and have aspirations to develop their careers with you which is very positive.</p> <p>Employee Quote:</p> <p><i>“TLS is keen to progress people from within”.</i></p>
ERs required at continuous assessment:	5

04 Leadership & Management Strategy
05 Management Effectiveness

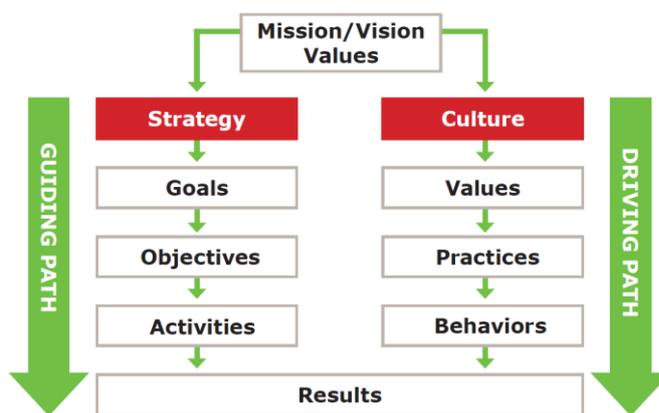
<p>Top Managers: 4.1</p>	<p>A large part of the issues faced by TLS Limited comes down to leadership and management structure. Your leaders are sometimes leaders by title only. Team members frequently referred to the leader above their manager as being their direct line manager undermining their position. TLS Limited may really want to look at empowering and developing leadership, particularly in light of recent severe issues with employee retention. The recent high level of turnover in the organisation is leading to further instability and dissatisfaction amongst your employees. I would strongly recommend some robust leadership development most ideally in the form of leadership qualifications. Working with a coaching leadership style would work well to coach and support your employees to achieve the level of performance desired. I might reflect that it seems you have managers who are good at managing processes, but perhaps not so good at managing people.</p> <p>As part of the overall training needs analysis managers have self-assessed themselves against the leadership competencies of TLS Limited which have recently been designed, so progress has certainly been made to specifically determine what knowledge, skills and behaviours are required. You could even take this a little further and specify ok/not ok behaviours within each competency. A traffic light system has been used to flag areas of development and excellence. Development areas have been carried over to the overall learning and development plan – despite being so early on with this way of working, it was good to see it all flowing through and linking up. You may also wish to include the organisation’s core values on this matrix as I imagine you desire your managers to adopt and live the values. It would be good to see leadership competencies being publicised and measuring leaders on the way they lead, support and develop their people – not just their tasks.</p> <p>All levels of the organisation were aware of the statement of leader’s knowledge document which is good and you should continue to publicise and be open about expectations of leaders. As you have employee competencies too, you may wish to carry out the same exercise across your whole workforce. I will note that it is very early days with this set up in bringing formality to what was previously fluid and unstructured. I will expect to see the process of analysing leadership embedded at your 12 month review point.</p> <p>People confirmed that they did get regular feedback from their managers although this tended to be on an informal basis, I found this to be adequate but not outstanding. You have the luxury of most managers sitting with their teams so they are able to touch base throughout the day. Unfortunately though there was a feeling that no news is good news and in depth feedback only came when there were issues. There is much more TLS could do to create a positive culture of recognition & celebration of successes. I would strongly recommend linking your core values to recognition and rewarding people for going over and above. A feeling of appreciation and value seemed to be missing, this is something that tends to aid employee retention. Informal recognition costs nothing and takes very little time, however when it is sincere and genuine it is a most powerful tool in</p>
<p>Managers: 4.2, 5.2</p>	
<p>People: 4.3, 5.4</p>	

motivating your employees and ensuring their continued loyalty and effort.

Weekly reports are filled in by all employees giving details of red flags and showstoppers. The reports are analysed by the management structure and any concerns are raised with the Directors. This is good way of feedback between your managers and team members meaning that you don't have to wait until an appraisal to raise concerns. In the spirit of a positive and uplifting culture, perhaps you could add major successes (I'm sure you can think of a much better name) onto this weekly report to encourage people to think of what they have achieved and be proud of it.

The new system of monthly development/target reviews sounds excellent and will build very well on the recent system of weekly reporting. It would be good to see some strong links back to the strategic business plan through the objectives set in order to provide a common focus and direction. I don't believe it is sustainable for the Directors to continue to carry out annual appraisals for all employees. There is a risk that it undermines the role of the Managers – and after all, you do employ managers to do that job so you would do well to let them manage. I appreciate that the Directors wish to remain visible and open to their employees, however I'm not sure that an onerous process based on form filling such as appraisals is the way to achieve that aim. It may be the case that there is no need for the annual appraisal with a regular light touch on reviewing performance and development. This point is highlighted by a quote from an employee "My appraisal gave me confidence, it showed me they were happy with what I was doing, it was a relief". It is a shame that the employee had to wait for an appraisal to find this information out – hence my comments regarding a positive culture of informal recognition.

In order to prepare for the requirements of IIP generation 6, you may wish to build your values into the development/target review to work with organisational alignment theory (Tosti and Jackson's alignment model below) supported by IIP's view, that strongly suggests you should review not just what employees do but also how they do it.



Employees shared with me their enjoyment of the Breakfast meetings, they appreciated getting information from the Directors as to upcoming changes and business progress. The meeting is proceeded by bacon sandwiches and cups of tea whereby employees are encouraged to discuss what they have just heard, it sounded as if people got a lot from this. The weekly operational meeting is also

	<p>positive in terms of getting people together to discuss progress.</p> <p>Employee quotes:</p> <p><i>“There is a risk of us falling into a blame culture as the workload is growing and we are not getting people back”.</i></p> <p><i>“People get worried when the managers go into rooms to talk privately”.</i></p> <p><i>“I don’t give feedback as such, I just let them get on with it”.</i></p> <p><i>“When things are quiet I know I’m doing ok”.</i></p> <p><i>“X is not a people manager”.</i></p>
<p>ERs required at continuous assessment:</p>	<p>5</p>

**09 Performance Management
10 Continuous Improvement**

<p>Top Managers: 9.3, 10.1</p>	<p>The Directors have been working with the support of a business coach to introduce further structure to the people processes of the organisation, this work is still ongoing. An external consultant has been instructed to develop leadership within the business and I look forward to seeing what impact this has at your 12 month review as the plans sound exciting.</p> <p>A large piece of work has been undertaken to pull together the performance management and development process as detailed the above sections of this report. This will be underpinned by a series of kpis to allow the Directors to monitor business performance and to allow individuals to focus and gain purpose. Better data reporting will be enabled through the implementation of Fastlane 2 which will support the management of kpis. This will very much help with indicator 1 of the new IIP framework which really links the business objectives with those of individuals and connections the whole process together. People confirmed that they can input to the development of the kpis. I can see some areas to potentially link kpis to reward and recognition in order to inspire and incentivise achievement within the organisation. Stereotypically the recruitment industry is seen as a sales environment, and whilst I appreciate your area is very niche I expected to experience a bit more “buzz” in terms of the atmosphere described by employees. Re-looking at your current reward and recognition scheme might assist in creating this and hence improve productivity.</p> <p>An operations meeting is now in place, bringing together employees of differing levels and roles to discuss operational issues and seek out solutions/improvements. This has proven useful in getting people directly involved in generating new ideas for the business. The monthly corporate social responsibility calendar has been a product of this initiative. The calendar sets out monthly focus areas to enable the giving back to the community. Examples were shared such as donations to the foodbank and raising money for a local nursing home’s mini bus to get back on the road. This is a great foundation as you move on to generation 6 of the IIP Standard as the framework includes a theme around interaction and understanding of the local community and markets that you serve.</p> <p>There is further work to do in costing out learning and development to really understand the full picture of your spend on people development. The overall learning and development plan has produced the beginnings of a structured budget as all objectives have a cost attached to them. Some of those costs are direct, but you have also appreciated the softer indirect costs of training, coaching and mentoring internally which is good as this is often detail that gets missed.</p>
<p>Managers:</p>	
<p>People:</p>	
<p>ERs required at continuous assessment:</p>	<p>2</p>

Appendix 1 – Continuous Improvement Plan as of 29 March 2017

Business Issue - What	Suggested Actions - How	Potential Benefit - Why	Priority When	Solutions/Support Available - Who
IIP Generation 6	<ul style="list-style-type: none"> Purchase a copy of the standard to start working with in preparation for next full assessment in 2020. 	£19.99 from the IIP shop – link below (found at bottom of web page). https://www.investorsinpeople.com/iip-standard You can explore the standard and carry out the self-diagnostic.	Medium	IIP
Leadership	<ul style="list-style-type: none"> Leadership development & support. Flesh out the competency framework and be specific about what leaders should be doing. Let Leaders lead! Measure what leaders are doing. 	To meet indicator 1 IIP 6.	High	IIP Directors, Graham/Dan
Performance Management	<ul style="list-style-type: none"> Demonstrate connection to the overall business plan. Decide on your processes going forward including the annual appraisal carried out by Directors. Regular light touch performance review. Review reward and recognition to inspire and incentivise. Ask yourselves – what's in it for your people? 	Regular feedback, praise and development for employees. To meet indicators 4 & 5 of IIP6.	High	IIP Directors/Graham/Dan
Learning & Development	<ul style="list-style-type: none"> Simplify the career worksheet. Decide on the process going forward for training needs analysis and how the plan will be executed/updated. 	To meet the requirements of IIP6 (indicator 7)	High	IIP Directors/Graham/Dan

	<ul style="list-style-type: none"> • Tighter evaluation & link to business plan. • Tighter monitoring of the L&D spend. 			
Organisational Values	<ul style="list-style-type: none"> • Integrate your values with all people processes such as performance review, recognition and recruitment. 	To create meaning and met the requirements of IIP6 (indicator 2)	High	IIP Directors/Graham/Dan

Appendix 2 – Assessment results summary

The Investors in People Framework

The Evidence Requirements

Criteria assessed on 29 March 2017 at the continuous assessment are highlighted in **green**. All other criteria remain as banked evidence.

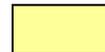
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
The Indicators	1	✓	✓	n/a	✓	n/a	✓																						
	2	✓	✓	✓	✓																								
	3	✓	✓	✓	✓	✓																							
	4	✓	✓	✓																									
	5	✓	✓	✓	✓																								
	6	✓	✓	✓																									
	7	✓	✓	✓																									
	8	✓	✓	✓																									
	9	✓	✓	✓	✓	✓																							
	10	✓	✓	✓																									

The number of evidence requirements met is 37

Key:



The Core Investors in People Standard



Your Choice from the Investors in People Framework



Not part of the Investors in People Framework