



Investors in People Internal Review A Guide for Organisations

Internal Review is one of a number of continuous improvement options available for recognised Investor in People organisations.

Internal Review (IR) has been introduced because recognised organisations have said they want more involvement and ownership of their post recognition reviews and has been designed for organisations wishing to embed and enhance the performance benefits that Investors in People status brings and further encourage continuous improvement.

Other key factors in the popularity of Internal Review include:

- Organisations are actively seeking the next challenge with Investors in People
- Organisations would like to give individuals within the organisation an opportunity to develop their skills and raise their profile and confidence
- Organisations would like their own staff to be identifying the opportunities for development and driving the changes forward within the organisation

HOW DOES IT WORK?

Basically IR involves training a number of employees within the organisation to the approved national standard to enable them to participate in Investors in People reviews. This information is then used to feed into the next post recognition review.

Internal review can work in one of two ways:

1. Internal Reviewers gather evidence in-between post recognition reviews (at agreed intervals) and present their findings to the Managing Assessor. This is possible as an option, provided the evidence is gathered under the auspices of a previously agreed strategy and planned approach, endorsed by the Managing Assessor and the organisation and the IIP Centre. This option is called 'Rolling Review' and allows greater flexibility over a 3 year cycle. In effect, the review activity is spread over a 3 year period with the organisation and Managing Assessor agreeing which parts of the business are reviewed and when. This culminates in a decision and a consolidation report. Providing the whole organisation is reviewed within the 3 year period then this approach is acceptable. There are other benefits too:

- Continuous improvement remains on the corporate agenda
- Internal Reviewers are actively engaged on an annual basis
- Internal Reviewer capability is maintained
- No 'panics' for the organisation every 3 years
- Can absorb Corporate / Standard change more effectively

2. Every 3 years the Internal Reviewers form part of the assessment team at Post Recognition Review with the Internal Reviewers doing the majority of the evidence gathering whilst the Managing Assessor reviews and quality assures the evidence and carries out evidence gathering in key strategic areas. The whole organisation is reviewed at one time.

Some organisations want a bit of both; they still want a full review by a third party and also want to develop their internal capability. They have chosen to train people as Internal Champions so that they can use their knowledge and skills to review and monitor performance in between post recognition reviews. It is important to remember that Internal Champions cannot gather evidence for a formal review unless they have been formally approved to do so.

THE BENEFITS

For the organisation:

- Internal capability to drive forward and embed best practice in preferred way
- Improved involvement of staff and therefore enhanced motivation
- Employees working in partnership, sharing ideas and taking best practice across the organisation
- Internal advocates with a better understanding of change management
- A readily trained resource that can be used to assist in Post Recognition Reviews

For the individual:

- Internal Reviewer certificate
- Training and Development from an approved Investors in People Centre
- Enhanced critical analysis/interviewing/planning/feedback skills
- Enhanced status within the organisation
- Increased involvement/influence within the organisation
- Improved motivation

SOME THINGS TO REMEMBER

To take on the formal Internal Review approach, Internal Reviewers have to undergo the approved training programme. The programme has been devised, and is quality assured, by Investors in People – UKCES, which manages this through the Investors in People Centres, Inspiring Business Performance (IBP) being one of the approved centres.

To achieve full Internal Reviewer status, delegates also need to undertake an approval process and be entered on to the register of named Internal Reviewers.

Whilst Internal Reviewers gather evidence, it is still the Managing Assessor's decision as to whether or not the organisation continues to meet the Standard. It is the Managing Assessor's role to determine the currency, authenticity, validity, reliability and sufficiency of the evidence provided, to ensure it meets the requirements of the Standard.

It is therefore very important that Internal Reviewers are selected, trained and managed carefully and thoroughly. IBP can also provide support and guidance on the recruitment of people within the organisation to become effective Internal Reviewers.



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The Internal Reviewers will be charged with looking after the integrity of the Standard and will need to abide by the rules governing Assessors. They therefore need to be selected carefully. Ideally the training will develop skills that already exist; so there is a pre-requisite that those selected for Internal Review will have a certain level of planning, communication & critical reasoning skills.

The employment status of the Internal Reviewer must also be considered. If a person is too senior there may be trust issues for employees and they may not open up to them. If they are too junior they may struggle to gain the respect of staff and managers to be able to gather information and give credible feedback. Experience tells us that there needs to be a strong co-ordinator managing and looking after all of these issues within the organisation.

Internal Reviewers have to be employed by the organisation and should not review any part of the organisation that they work in or any part that they may have advised during health checks etc. This therefore means that Internal Reviewer is ideally suited to large or multi-sited or departmentally structured organisations.

APPROVED TRAINING

The IIP-UKCES approved training programme consists of two days and is certificated. Whilst the basic two-day programme covers the knowledge required by an Internal Reviewer, it doesn't allow enough time to put the learning into practice nor does it provide the opportunity to evaluate learning or provide on-going support.

IBP have therefore added these elements to the compulsory two-day programme to provide a more comprehensive package that will allow IBP to have more of a quality assurance role with Internal Reviewers. Internal Reviewers wishing to work with an external Managing Assessor (and achieve fully approved Internal Reviewer status) must complete the two-day course and then undertake a flexible approval process – commonly called the “Third Day”.

The programme is split into two sections, two days up front to give the background information and knowledge required and an optional third day 6-8 weeks down the line that requires the Internal Reviewers to undertake a mini internal review, write a report and further observed interviews. A final interview with the Managing Assessor completes the process. See notes below.

For those organisations wishing to undertake internal health-checks with no official outcome, then only the core two day programme is required.



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Outline of the Two-Day Internal Review Development Programme

- Welcome
- Personal development planning (PDP)
- Course objectives and process
- Investors in People: the knowledge (case study review)
- Assessment
- Internal review: how it will work
- Planning your review
- Build on your last review
- On-site interviewing
- Report writing
- Giving feedback
- The mini-review: practising your skills
- Review of the two days

Day Three or 'Approval'

The Managing Assessor must have confidence in the ability of the Internal Reviewers to plan their part of the review, interview others, gather the evidence, make a judgment and write a report. To this end, a mini-review within a section of the organisation will be necessary within 6 – 8 weeks following the training. Following the mini-review the Internal Reviewer will write a report. Following this, the Internal Reviewers will be observed gathering evidence, usually in real interview situations, by the Managing Assessor or a Practitioner appointed by the Investors in People Centre. At least two observed interviews will be necessary. Feedback on all aspects of the approval process will be provided to individual Internal Reviewers at the final approval process. Once approved, the appropriate certificate will be issued to the individual and their names registered with Investors in People-UKCES.

CONTACT US FOR FURTHER INFORMATION...

For more information on Internal Review or any of the products available to support continuous improvement within your organisation, please contact: **Pauline Mycock** on **020 7492 5901** or **email: Pauline.mycock@ibp.uk.com**



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