

**LEICESTERSHIRE TRAINING  
AND ENTERPRISE COUNCIL**

**- INVESTORS IN PEOPLE SURVEY -**

**SUMMARY REPORT**

**NOVEMBER 2000**

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## SECTION 1: INTRODUCTION

### OBJECTIVES

- In August 2000 Leicestershire Training and Enterprise Council commissioned BMG to undertake a survey of employers in the area. The main aim of the research was:-  
  
*“To provide information that will assist the liP team to reach specified targets in the company strategy.”*
- More specific objectives of the survey were as follows;
  - ◆ To measure customer satisfaction with the support provided by the TEC.
  - ◆ To identify areas for improvement in the service provided.
  - ◆ To measure the impact of liP on business performance.
  - ◆ To explore any additional benefits liP has brought to the organisation.
  - ◆ To identify the continuing benefits of liP to the organisation and the benefits in remaining recognised (applicable to ‘re-recognised’ companies only).
  - ◆ To explore any additional support re-recognised companies would like to receive from the TEC (applicable to ‘re-recognised’ companies only).

### SAMPLING AND METHODOLOGY

- 102 interviews were conducted over the telephone with the person with overall responsibility for implementing the Investors in People initiative. The sample included the following;
  - ◆ 30 interviews were undertaken with companies who committed to the liP initiative between April 1999 and April 2000
  - ◆ 31 interviews were undertaken with companies recognised with liP between April 1999 and July 2000
  - ◆ 41 interviews were undertaken with companies ‘re-recognised’ with liP between April 1999 and July 2000
- Leicestershire TEC provided a database of companies from which the sample was obtained. This comprised companies that became recognised or re-recognised with liP between April 1999 and July 2000, and companies that committed to liP between April 1999 and April 2000. On the database 77 organisations have achieved the standard, 128 organisations have been re-recognised, and 122 organisations have committed to liP.
- Due to the relatively small number of organisations within the sample frame a letter was sent to employers prior to the survey to explain the survey and solicit their co-operation.

- This year's sample was drawn to reflect the proportion of companies on the databases that have committed to or been recognised/re-recognised with Investors in People. Thus the findings are representative of the views of companies involved in Investors in People to the extent that they reflect the actual proportions of committed/recognised/re-recognised employers locally.
- In 1999, data was weighted to reflect the proportion of companies on the databases that have committed to or been recognised/re-recognised with Investors in People, and can be considered to have been representative of the actual proportions of committed/recognised/re-recognised employers in that year. Some variances in consecutive years' findings, particularly relating to findings based on the total sample, may be a result of slightly different sampling methodologies.

### **REPORT CONTENTS**

- This document is a written summary of the research findings. For the purpose of relevant and insightful analysis, the data has been analysed by:
  - ◆ IiP status
  - ◆ Size of organisation (number of employees at site of interview)
  - ◆ Industry sector
- Throughout the report, comparisons are made with the total sample in 1999. Where relevant and useful, comparisons are also included with the data from the 1998 survey.
- A detailed data document containing full analysis and all verbatim comments is also available under separate cover.

## SECTION 2: EXECUTIVE SUMMARY

### COMMITMENT TO IIP

- The most frequently cited source of awareness of IIP for organisations was Leicestershire TEC. Other frequently cited sources of awareness include through a friend or colleague, through the radio, through local or national press, or through company influence.
- The majority of employers feel that they received enough information prior to commitment, although there is some criticism from a minority of the lack of information provided on the actual process, such as the level of work involved and what would be expected of the organisation.
- Organisations had two main concerns prior to commitment: the amount of time involved, not only to implement the process, but for staff to undertake training, and persuading general staff and managers of IIP's worth.
- Organisations generally expected to become recognised with IIP within 6 to 18 months.

### SUPPORT RECEIVED FROM THE TEC

- The vast majority of organisations were supported with TEC funds or an adviser. Over four-fifths of those with an IIP adviser had the same person throughout, and where organisations had more than one, this was not necessarily a hindrance to their progress.
- More than four in five organisations with an adviser have been visited by their adviser at least once every quarter, and the great majority are satisfied with the frequency of these visits. Recognised/re-recognised companies tend to be satisfied overall with the level of contact they have had since (re-)recognition.

### SERVICE QUALITY

- Almost all of those organisations that have been supported by an IIP adviser are satisfied with the level of support they have received throughout the IIP process.
- Organisations had high expectations of the service provided by IIP advisers, particularly with regard to their knowledge of the IIP/reassessment process and their professionalism. Respondents' ratings of the service received from their advisers were also high, particularly in terms of knowledge of the IIP/reassessment process and of human resources issues. The most important aspects of the service to respondents are the professionalism of the adviser (for committed and recognised companies), and their ability to identify the company's needs (for re-recognised companies).
- Only a small minority of organisations have experienced any problems with their IIP adviser, largely due to a perception that the adviser was not easily accessible, and these problems have largely been resolved satisfactorily. Only two respondents have unresolved problems with their adviser.

### **RECOGNITION OF IIP**

- The main barriers to IIP (re-)recognition are considered to be the time required by staff, and prioritising the IIP process with existing work, although a high proportion of respondents perceive no major barriers or obstacles to recognition.
- The expected benefits of IIP (re-)recognition include increased staff motivation, commitment and professionalism, and increased efficiency. Expectations of benefits have largely been fulfilled.
- The majority of (re-)recognised respondents were happy with the IIP process. A minority felt that, with hindsight, they would have set aside more time for the IIP process, started it earlier, or prepare and involve more staff.
- Approximately one in four recognised organisations felt that they could have achieved IIP recognition quicker, most commonly by keeping up-to-date with the procedure, having a better understanding of the process, investing more time or commitment, being more focused, and with more speed at the start.
- The highest proportion of re-recognised organisations feel that reassessment every 10-12 months would be adequate, although an analysis by the current length of organisations' reassessment period suggests that a number of re-recognised organisations would prefer either a longer or shorter reassessment period than they presently have.
- Only a minority of re-recognised organisations are able to cite additional benefits to remaining recognised with IIP beyond those benefits achieved through first becoming recognised. Where additional benefits were cited, these included increased profile, improved staff commitment, and better staff training.
- Useful additional support cited by re-recognised organisations includes improved communication with their adviser following reassessment, whilst a minority would like to be kept up-to-date with developments in IIP, or more financial support.

### **BUSINESS INDICATORS**

- The way in which certain business indicators have changed since accreditation or commitment has been positive. On balance (% reporting increase *minus* % reporting decrease):
  - ◆ 67% have experienced an improvement in internal communication.
  - ◆ 46% have experienced an increase in staff training activity.
  - ◆ 32% have experienced an increase in staff motivation.
  - ◆ 18% have experienced an increase in turnover.
  - ◆ 14% have experienced an increase in profit.
  - ◆ 8% have experienced an increase in staff numbers.
- These positive changes are largely attributed to organisations' involvement in the IIP process.

**SUGGESTED IMPROVEMENTS TO IIP**

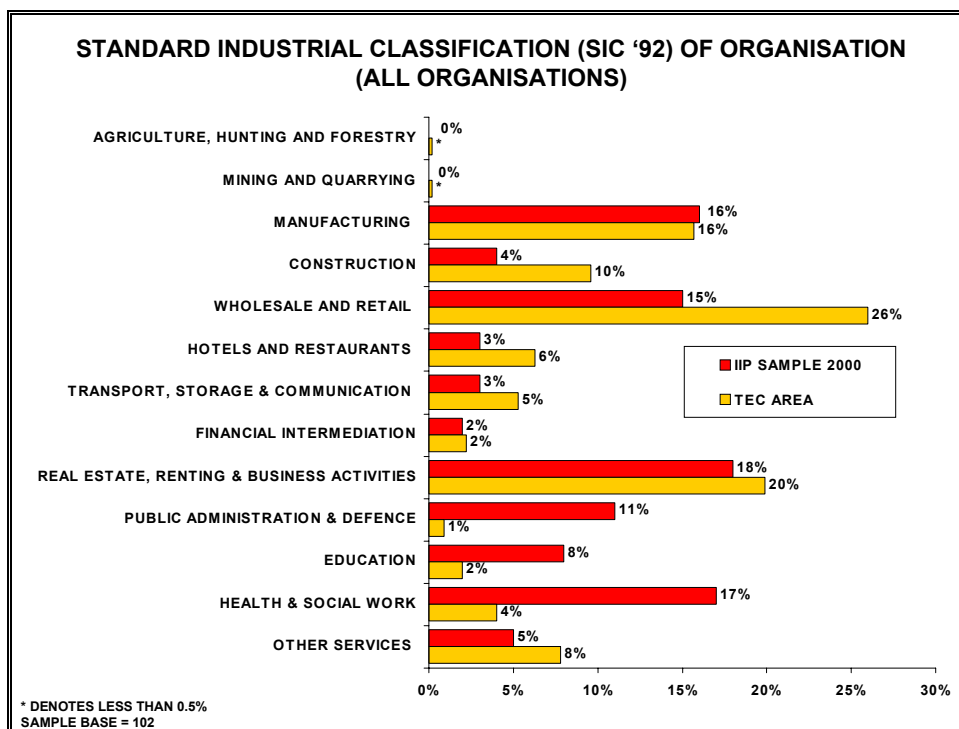
- Two main themes are observable in comments made by respondents regarding potential improvements to IiP, namely more consistent contact with the adviser, and more information on the IiP process.

## SECTION 3: COMPANY PROFILE

### STANDARD INDUSTRIAL CLASSIFICATION

- The sample represents a broad range of industry sectors, with relatively high proportions operating in real estate, renting and business activities (18%), health and social work (17%), manufacturing (16%), and wholesale and retail (15%). The following figure shows the industrial profile of companies taking part in this survey, in comparison with the overall industrial profile of companies in Leicestershire. Please note that figures have been rounded, and therefore the graph displays slight differences that are not reflected in the figures.

Figure 1



### SIZE OF ORGANISATIONS

- Compared with the employer population profile locally the sample includes a disproportionately high proportion of larger companies. More than half (51%) have 50 or more employees although only 4% of employers locally are companies of this size.

Table 1

TOTAL NUMBER OF EMPLOYEES AT THAT SITE (ALL RESPONDENTS)		
	IIP SURVEY 2000 %	LEICESTERSHIRE TEC AREA %
1-10	17	84
11-24	18	8
25-49	15	4
50-199	30	3
200+	21	1
SAMPLE BASE = 102		

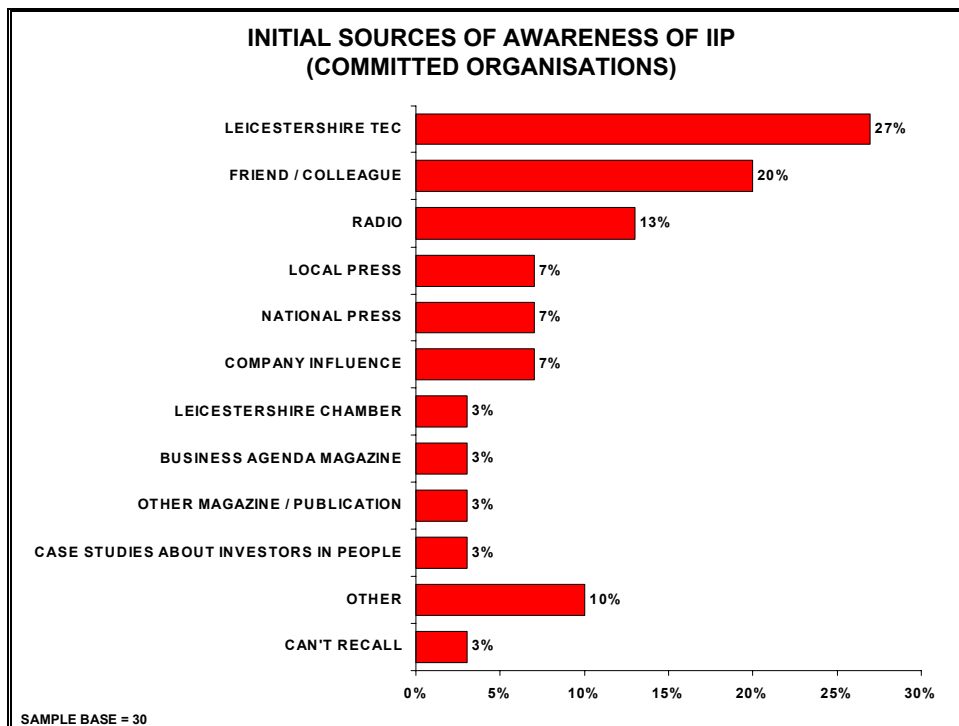
- These findings may reflect government influence as larger organisations have been targeted for liP in the government’s National Targets for Education and Training and subsequent National Learning Targets.
- Additionally, this is strongly indicative of the types of companies that are most likely to become involved in liP. They are most likely to be larger employers, reflecting the propensity to already have a culture of training and developing staff, as well as being more likely to be public service organisations. These companies are more likely to cope with the demands of the liP process as they are more likely to have the necessary systems and processes in place at the outset. They are also more likely to benefit from the credibility that being recognised as an Investor in People can bring.

## SECTION 4: INITIAL INVOLVEMENT

### SOURCES OF AWARENESS OF IIP

- Employers committed to IIP were asked to cite the ways in which they initially became aware of the standard. The most frequently cited source of awareness of IIP is from Leicestershire TEC itself (27%, compared with 30% in 1999). The next most frequently cited sources include through a friend or colleague (20%), through the radio (13%), through local or national press (both 7%), or through company influence (also 7%).

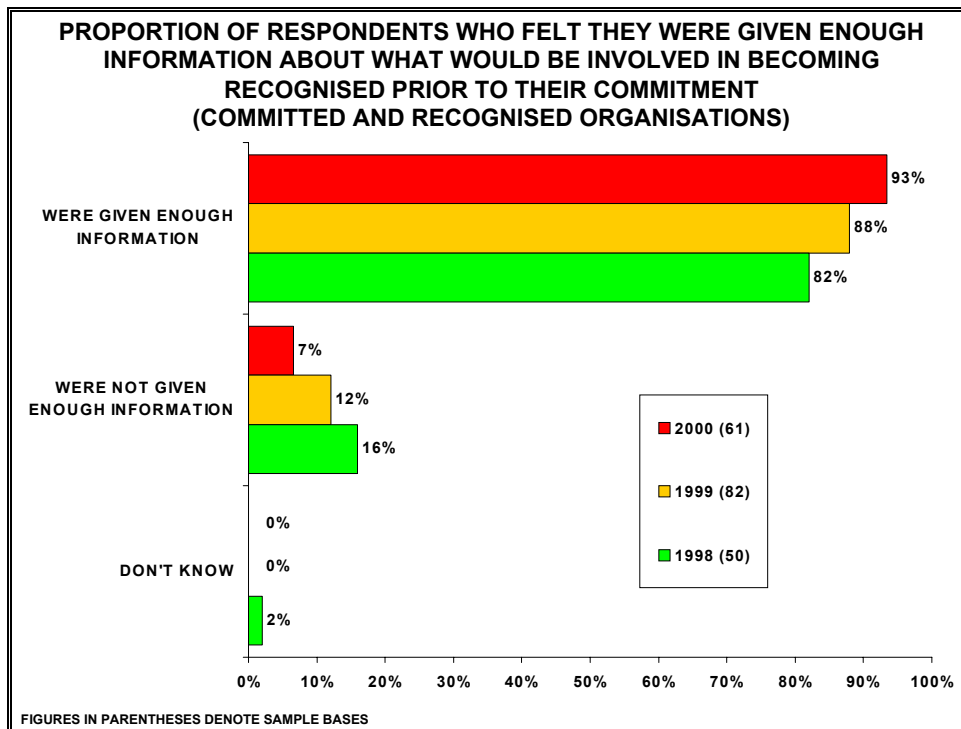
Figure 2



### INFORMATION PROVIDED PRIOR TO COMMITMENT

- Committed and recognised organisations were asked whether they feel they were given sufficient information about what would be involved in becoming recognised as an Investors in People prior to their commitment. The great majority of organisations feel that they were given enough information about what would be involved in becoming recognised as Investors in People prior to their commitment (93%). The following figure shows a consistent improvement in this regard since 1998.

Figure 3

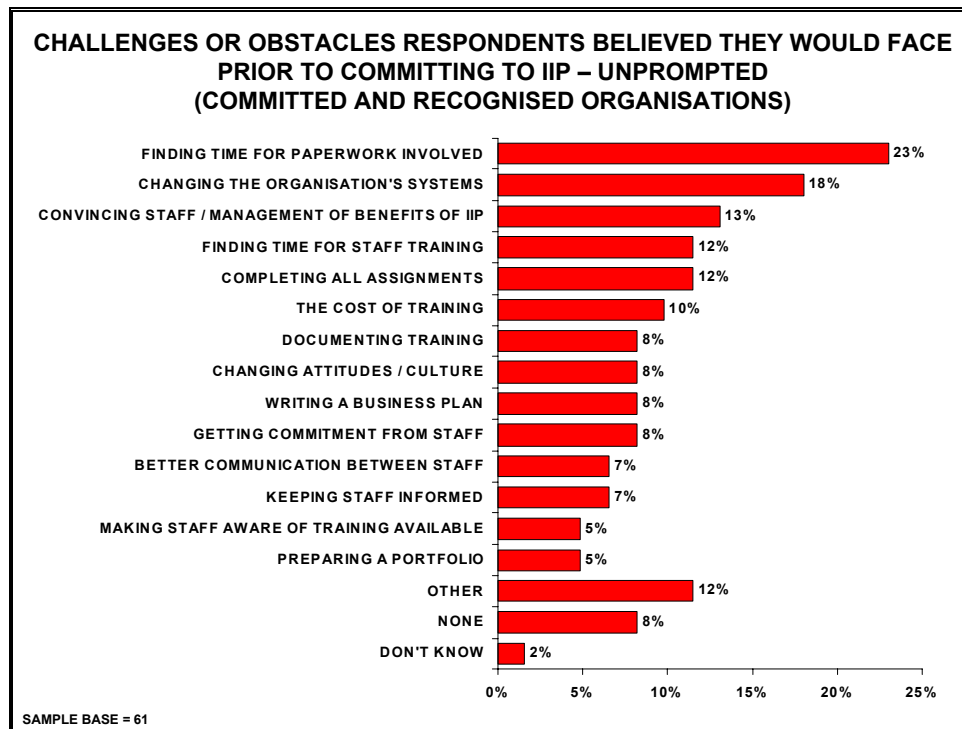


- Where organisations do not feel that they were given enough information, they were asked what information would have been useful prior to their commitment. Respondents would have liked to have received information on the level of work involved (3 respondents), clearer and simpler information (2 respondents), information on what would be expected of the organisation (1 respondent), and information on preparing a portfolio (1 respondent).

### PERCEIVED CHALLENGES OR OBSTACLES

- Committed and recognised organisations were also asked what challenges or obstacles they believed they would face prior to committing to liP. Challenges or obstacles to overcome are broad and cover a range of themes, however, there are three main factors. The first is the amount of time involved, not only to implement the process, but for staff to undertake training, the second is the challenge of shaking up existing processes and systems. Persuading general staff and managers of the worth of the standard was also considered a challenge. The figure below illustrates the perceived challenges and obstacles.

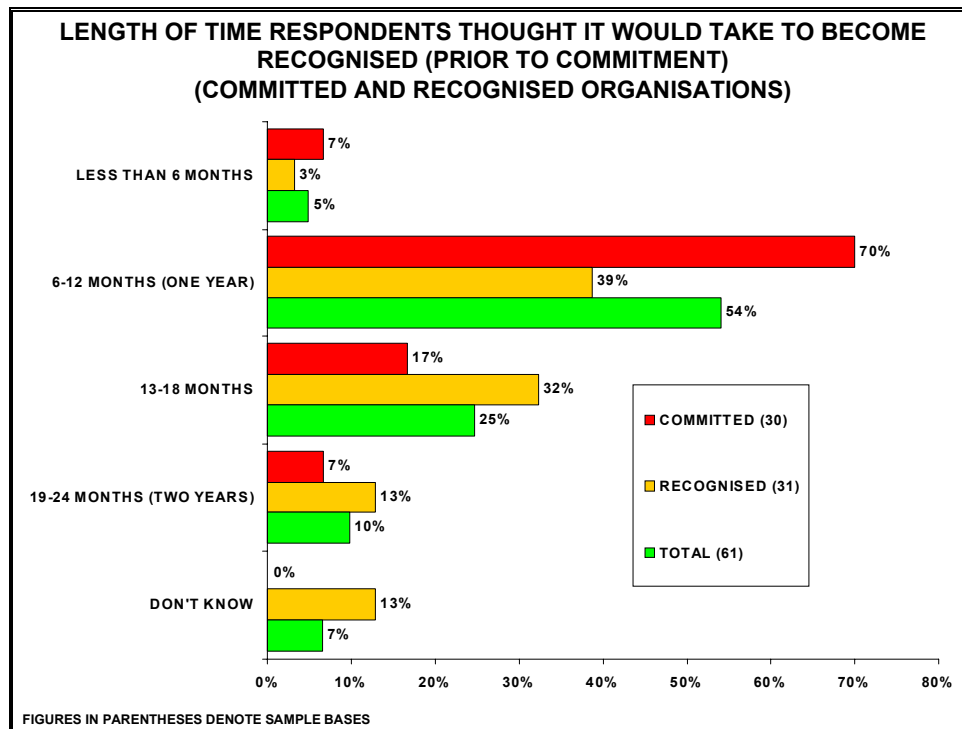
Figure 4



**EXPECTED LENGTH OF TIME FROM COMMITMENT TO RECOGNITION**

- Amongst committed and recognised organisations (re-recognised organisations were not asked this question), the largest proportion had anticipated that it would take between six months and a year to become recognised (54%), whilst approximately one in four expected the process to take between a year and 18 months (25%).
- As the following figure illustrates, respondents that are committed to the standard but not yet recognised had anticipated a shorter time overall than those that are recognised with the standard, suggesting that recognised companies may have altered their perception in the light of their experience of how long the process has actually taken.

Figure 5

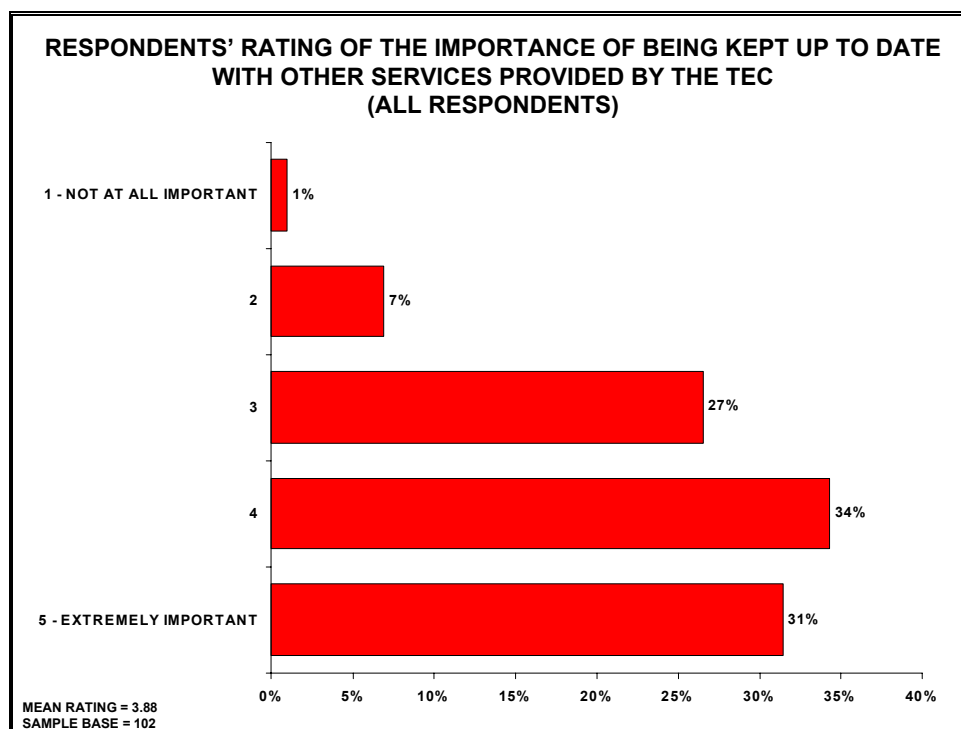


## SECTION 5: SUPPORT RECEIVED FROM LEICESTERSHIRE TEC

### OTHER SERVICES PROVIDED BY LEICESTERSHIRE TEC

- All respondents were asked whether they feel they have been kept sufficiently up-to-date with information about other services provided by Leicestershire TEC. Approaching two thirds of respondents feel they are kept sufficiently up-to-date with information about other services provided by Leicestershire TEC (63%, compared with 68% in 1999). Recognised organisations (87%) are considerably more likely than those that are re-recognised with the standard (59%) or committed to achievement (43%) to feel that they are kept sufficiently up-to-date.
- Respondents that feel they have been kept sufficiently up-to-date on other TEC services were asked which services these are. Most commonly organisations cite training courses (38%), meetings, seminars and workshops (33%).
- All respondents, regardless of whether or not they feel they have been kept sufficiently up-to-date, were asked how important they feel it is that the TEC keeps them informed of other services. Approximately two-thirds of respondents feel it is important to be kept up-to-date with other services provided by Leicestershire TEC (66%; difference from graph below is due to rounding). Ratings were given on a scale of 1 to 5, where 1 is not at all important, and 5 is very important, and a mean rating of 3.88 is generated.

Figure 6



### **FUNDING FROM THE TEC**

- More than two-fifths of organisations have received funding from the TEC as part of the liP process (43%), rising to more than half of those with between 50 and 199 employees (55%). Firms operating in production and construction (50%) or public services (49%) are more likely than those in traded services (34%) to have received funding from the TEC.
- Where organisations have received funding from the TEC, this has most commonly been used to fund the cost of assessment / reassessment (59%), for training costs (23%), or towards the adviser's fee (14%).

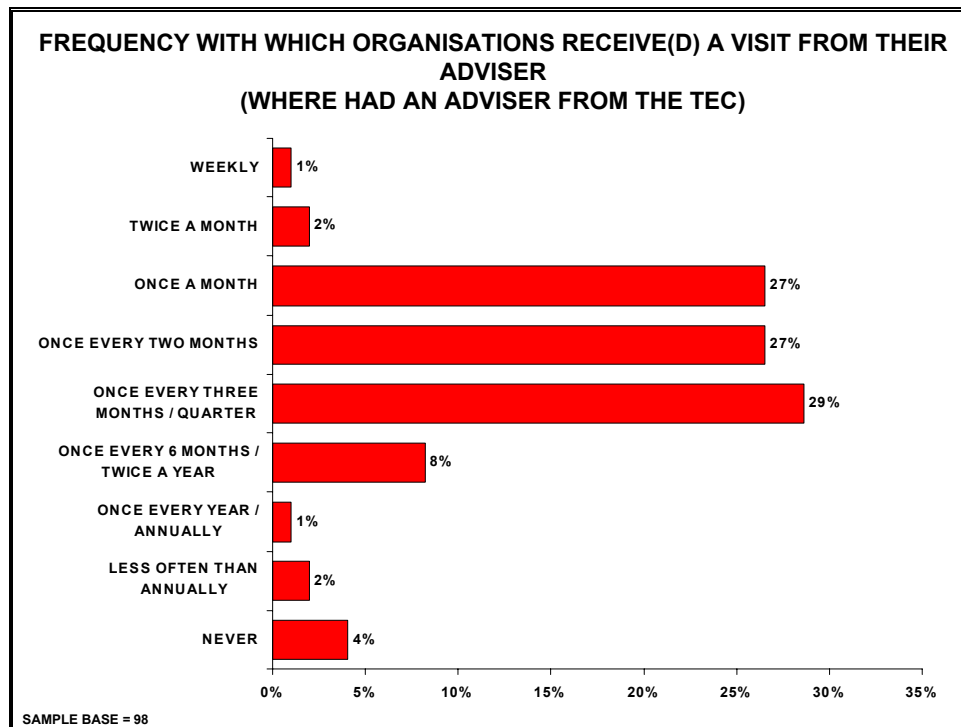
### **IIP ADVISERS**

- The great majority of organisations have received support from an adviser from the TEC (96%), including all committed and recognised companies. Firms with less than 50 employees are slightly more likely to have received support from an adviser (98%) than those with 200 staff or more (91%). By industry sector, firms in traded services are most likely to have received support from an adviser (100%), although the great majority of those in production and construction (95%) and public services (93%) have also received such support.
- The majority of organisations that have received support from an liP adviser have had the same adviser throughout their involvement with liP (88%, compared with 77% in 1999 and 74% in 1998). As one might expect, committed organisations, whose duration of involvement has been shorter, are more likely to have had the same adviser throughout the process (100%) than recognised (81%) or re-recognised (84%) organisations.
- Where organisations have had more than one adviser (12% of those that had an adviser), the majority have had two different advisers (82%), and the remainder have had three advisers (18%). Encouragingly, the majority of organisations that had more than one adviser during the process do not feel that it affected their progress towards liP (92%).

### **CONTACT WITH THE ADVISER**

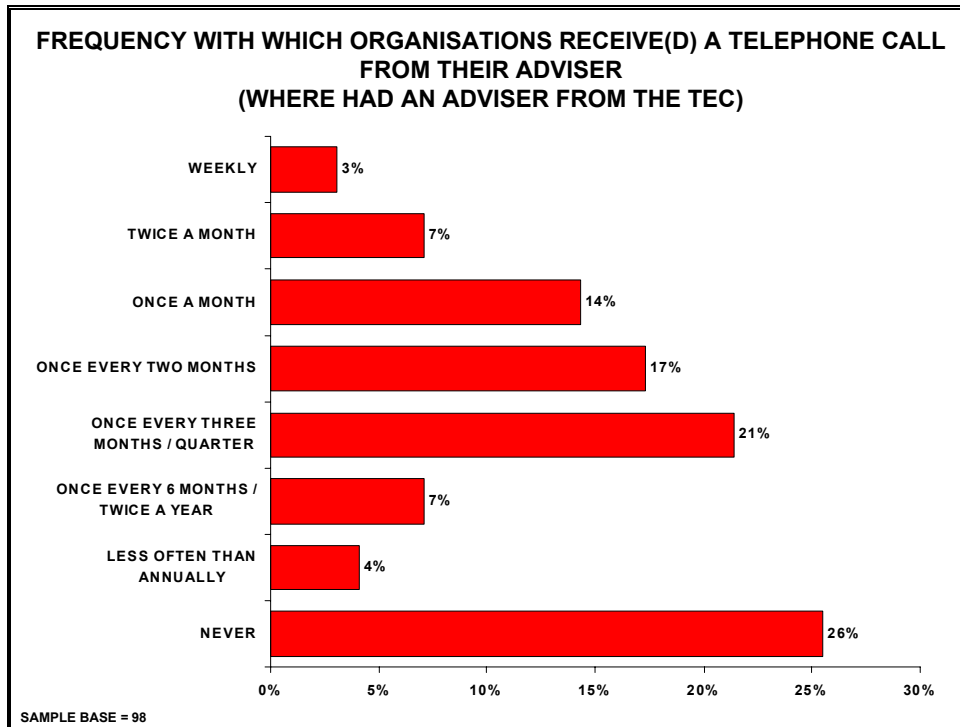
- The majority of organisations that have received support from an adviser receive(d) visits at least once a quarter (85%), although only a small minority receive(d) a visit more frequently than once a month (3%, compared with 8% in 1999 and 17% in 1998).

Figure 7



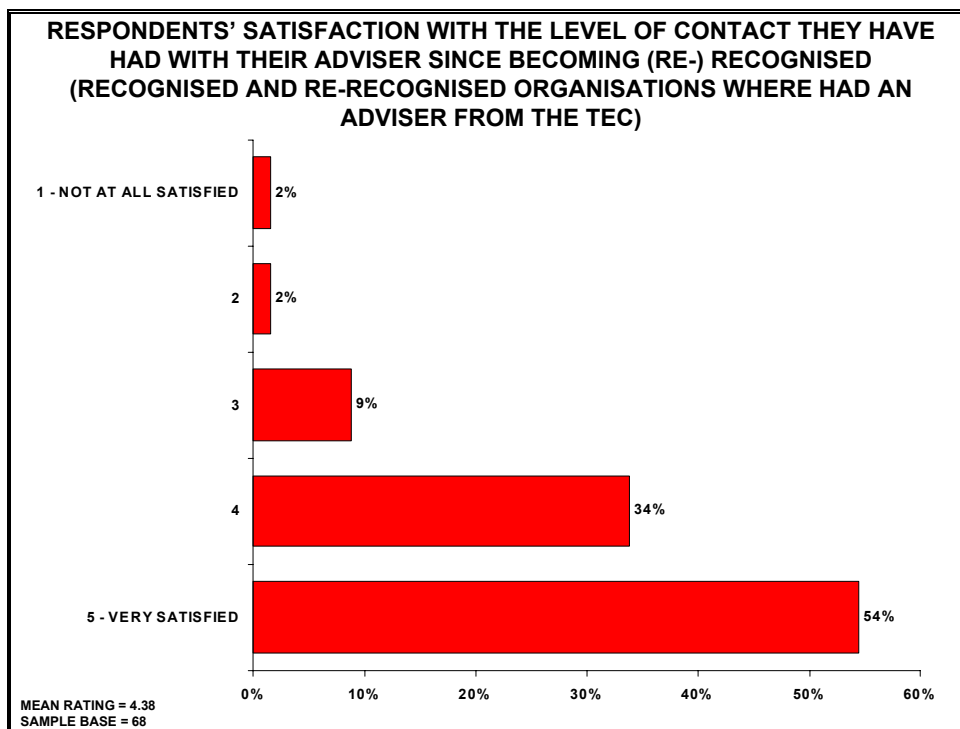
- The great majority of respondents are satisfied with the frequency of visits they receive(d) from their liP adviser (95%, compared with 86% in 1999 and 83% in 1998), although a small minority feel that the adviser should have visited more (4%) or less (1%) frequently. Those that feel the adviser should have visited more frequently feel that visits should take place once a month (1 respondent), once every two months (1 respondent), or once a quarter (2 respondents).
- As one might expect, organisations are more likely to have received telephone calls from liP advisers at a higher rate of frequency, with 3% of organisations receiving a telephone call at least weekly and one in ten receiving a phone call at least twice a month (10%). However, more than one in four say they never receive a telephone call from their adviser (26%, rising to 55% of recognised companies).

Figure 8



- The great majority of recognised/re-recognised respondents that have had an adviser are satisfied with the level of contact they have had with their adviser since becoming (re-)recognised (88%, compared with 65% in 1999). On a scale of 1 to 5, where 1 is not at all satisfied and 5 is very satisfied, a mean rating of 4.38 is generated, indicating a high level of satisfaction overall.

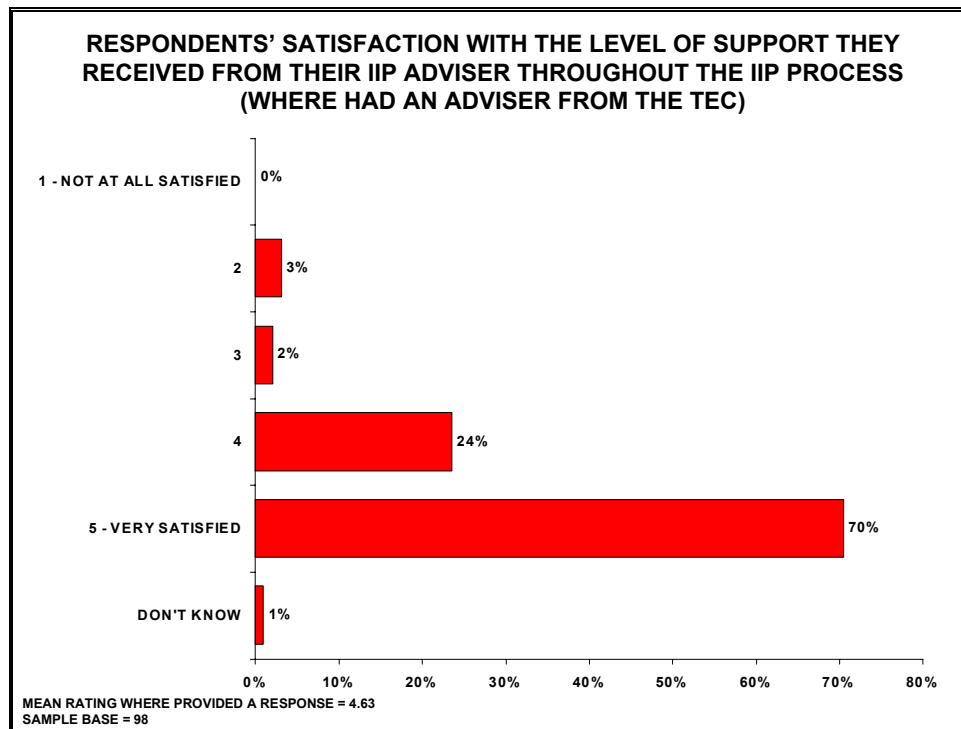
Figure 9



### OVERALL RATING OF IIP ADVISERS

- Overall, where organisations were supported by an IIP adviser, the great majority are satisfied with the level of support they have received from the adviser throughout the IIP process (94%, compared with 86% in 1999). On a scale of 1 to 5 where 1 is not at all satisfied and 5 is very satisfied, a mean rating of 4.63 is generated.

Figure 10



- Respondents that are satisfied with the level of support provided by the adviser are most likely to say that their adviser was helpful and supportive (59%), easily accessible and approachable (20%), answered queries (9%), and gave a clear and thorough explanation of the process (9%).
- Only a small minority of respondents express dissatisfaction with the level of support provided by their adviser (3%; 3 respondents). In terms of the reasons for their dissatisfaction, these respondents say that insufficient help was given (2 respondents), they had difficulty in understanding the adviser (1 respondent), and that there was a lack of contact from the adviser (1 respondent).

### GAP ANALYSIS

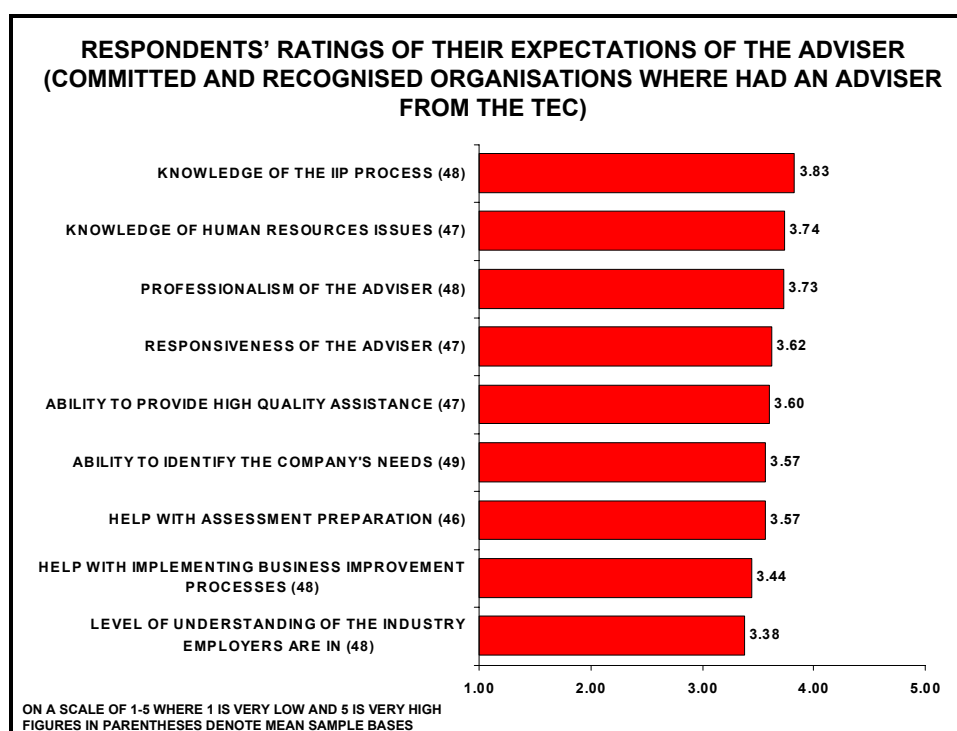
- Organisations' satisfaction can be measured by comparing the benefits they expected from the IIP advisers against the extent to which they are satisfied with the support provided.
- To measure organisations' expectations and satisfaction, the survey used a five-point rating scale, where 1 is equal to the minimum and 5 is equal to the maximum of each variable. Thus the higher the mean rating, the greater are organisations expectations or levels of satisfaction.

- A single indicator can be arrived at by performing a simple calculation involving deducting the rating given by organisations of their expectation of the service, from the rating given for their satisfaction with the service received. A positive net balance indicates that organisations' expectations have been exceeded, whilst a negative net balance signifies that expectations have not been fulfilled. This provides a measure of any shortfalls in service, indicating a service quality 'gap'.
- These two issues – expectations and satisfaction – are each considered in turn. The resulting 'service quality gaps' are then discussed. The service criteria measured in the 2000 survey differ slightly for re-recognised organisations. Therefore, service quality gaps are discussed first for committed and recognised organisations, and then for those organisations re-recognised with liP.

### SERVICE EXPECTATIONS – COMMITTED AND RECOGNISED ORGANISATIONS

- Ratings for respondents' expectations of the adviser were given on a scale of 1 to 5, where 1 is very low, and 5 is very high. The majority of committed and recognised organisations had high expectations of the aspects of the service they were to receive from the liP adviser, prior to having any contact from the TEC. In all areas, the mean expectations of organisations were above the mid-range (above 3.00) as the following figure illustrates.

Figure 11

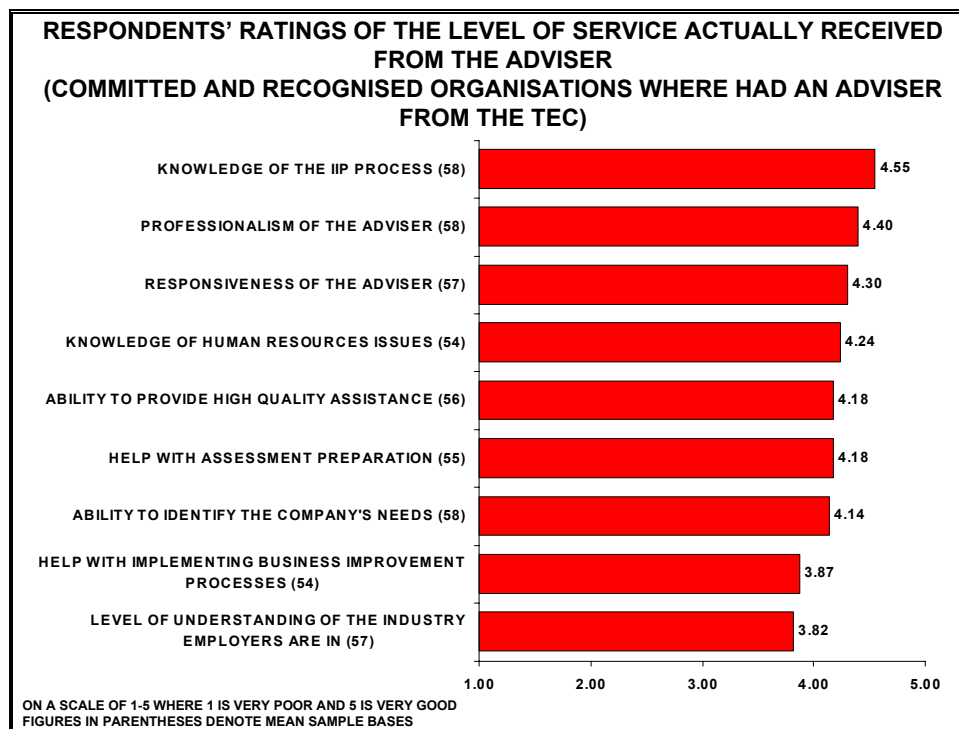


- It can be seen from the results of this analysis that the main areas in which organisations expected a high level of service are the liP adviser's knowledge of the liP process, knowledge of human resources issues, professionalism and responsiveness. In most areas of customer service, organisations committed to liP (not yet recognised) gave the highest ratings.

### SERVICE RECEIVED – COMMITTED AND RECOGNISED ORGANISATIONS

- Ratings for the level of service actually received from the liP adviser were given on a scale of 1 to 5, where 1 is very poor and 5 is very good. Ratings for the level of service received are high amongst committed and recognised organisations, suggesting that expectations have largely been met.

Figure 12



- The liP advisers were most highly rated on their knowledge of the liP process, their professionalism, their responsiveness, and their knowledge of human resources issues. It is encouraging to note that these are the areas in which expectations were also highest.
- The majority of areas were rated highest by organisations that are recognised with Investors in People, which maybe due to their greater experience with the process.

### SERVICE QUALITY GAPS – COMMITTED AND RECOGNISED ORGANISATIONS

- A simple calculation is carried out for each respondent for each of the aspects of the service based on the ratings they have given for their expectations of the adviser, and the level of service actually received from the adviser, i.e. satisfaction rating *minus* expectation rating. These scores are then amalgamated to include all respondents that feel able to give a response and converted to scores out of one hundred. The potential range, therefore, lies between -100 and +100. (Scores near either end of this range would rarely be encountered and for a gap to be significant, it generally has to exceed +/-10.)
- The following table summarises the values obtained.

Table 2

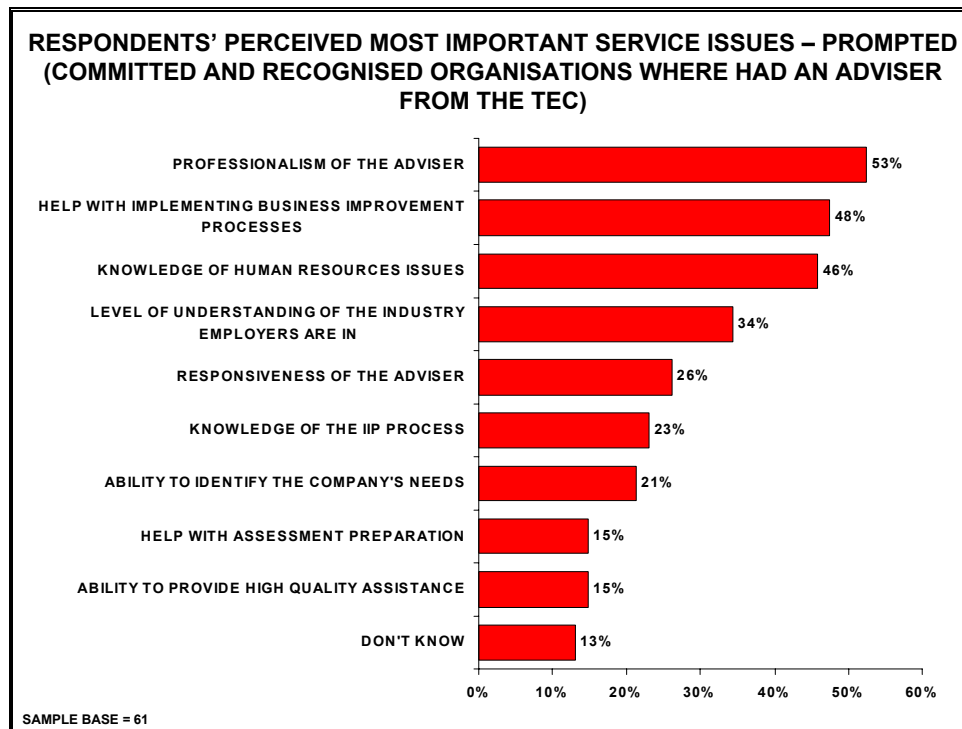
ANALYSIS OF THE SERVICE QUALITY GAP FOR IIP ADVISERS – COMMITTED AND RECOGNISED ORGANISATIONS			
	SQG +/-100	EXPECTATIONS RANKING	SATISFACTION RANKING
KNOWLEDGE OF IIP PROCESS	+15.63	1	1
PROFESSIONALISM OF THE IIP ADVISER	+14.58	3	2
RESPONSIVENESS OF THE ADVISER	+14.36	4	3
ABILITY TO PROVIDE HIGH QUALITY ASSISTANCE	+13.59	5	=5
HELP WITH ASSESSMENT PREPARATION	+11.67	=6	=5
KNOWLEDGE OF HUMAN RESOURCES ISSUES	+11.36	2	4
ABILITY TO IDENTIFY COMPANY'S NEEDS	+11.22	=6	7
HELP WITH IMPLEMENTING BUSINESS IMPROVEMENT PROCESSES	+8.52	8	8
LEVEL OF UNDERSTANDING OF THE INDUSTRY YOU'RE IN	+8.51	9	9
OVERALL SCORE	+12.20		

- Similarly to 1999 findings, the gap analysis indicates that in all areas liP advisers are exceeding expectations, particularly in terms of their knowledge of the liP process, professionalism, and responsiveness.

### **IMPORTANCE OF SERVICE ISSUES – COMMITTED AND RECOGNISED ORGANISATIONS**

- Respondents were asked to indicate the three most important issues regarding the service provided by their liP adviser. Issues most frequently cited are professionalism (53%), help with implementing business improvement processes (48%), and knowledge of human resources issues (46%).

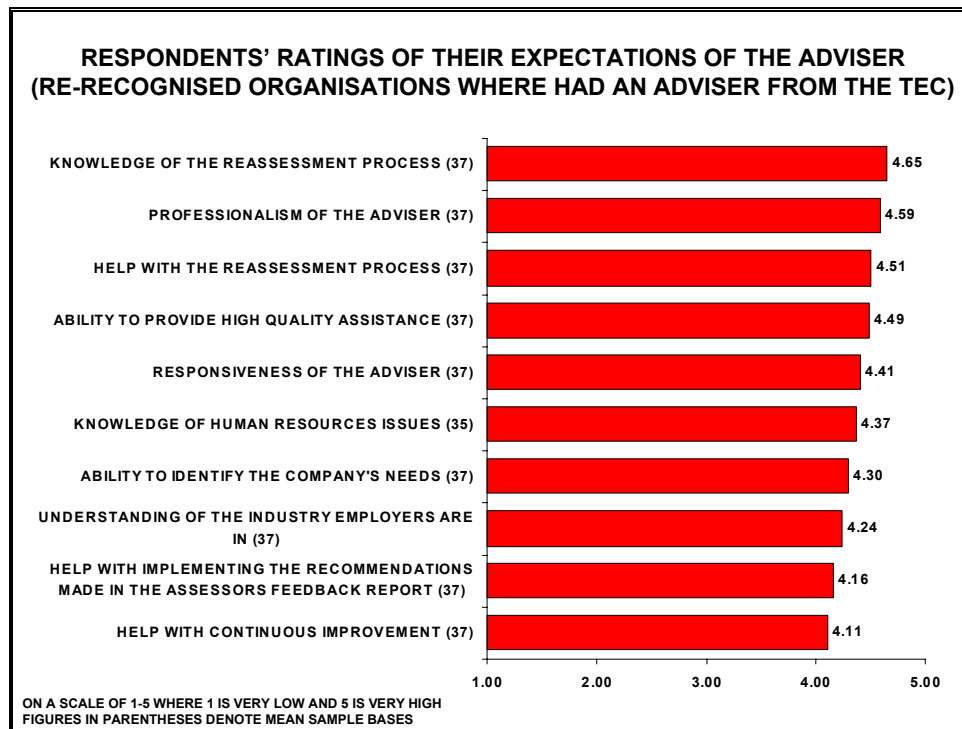
Figure 13



### **SERVICE EXPECTATIONS – RE-RECOGNISED ORGANISATIONS**

- Ratings for respondents' expectations of the adviser were given on a scale of 1 to 5, where 1 is very low, and 5 is very high. The majority of re-recognised organisations had high expectations of the aspects of the service from the IiP adviser during the reassessment process. In all areas, the mean expectations were above 4.00, as the following figure illustrates.

Figure 14

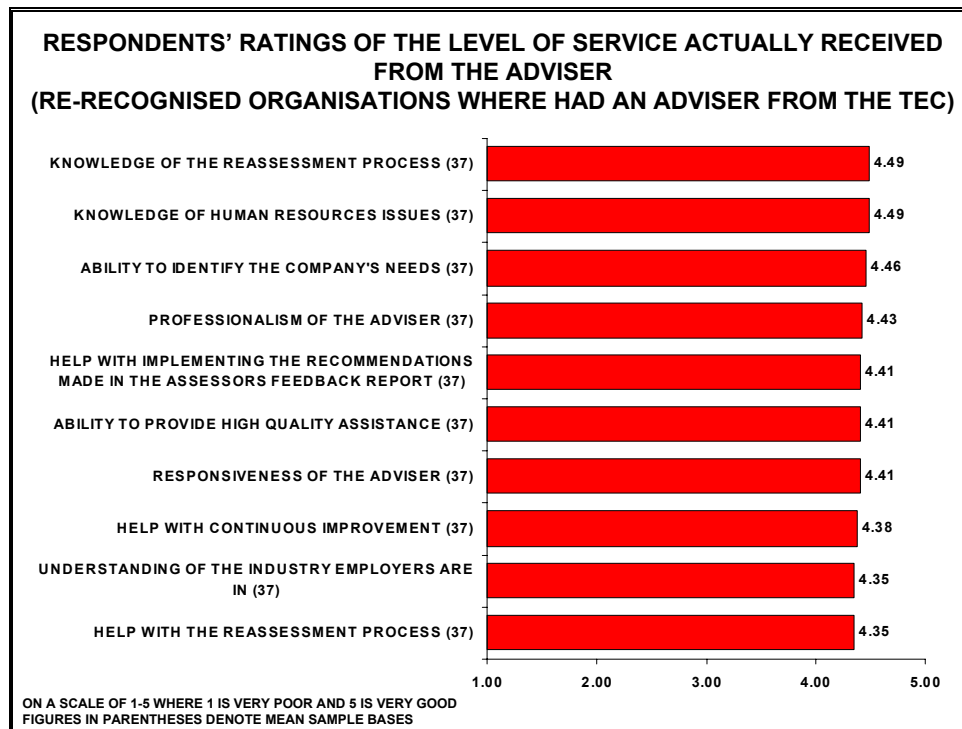


- It is notable that the expectations of re-recognised organisations are considerably higher than those of committed and recognised organisations on similar criteria. Respondents' expectations are highest with regard to the adviser's knowledge of the reassessment process, professionalism, help with the reassessment process, and ability to provide high quality assistance.

**SERVICE RECEIVED – RE-RECOGNISED ORGANISATIONS**

- Ratings for the level of service actually received from the IiP adviser were given on a scale of 1 to 5, where 1 is very poor and 5 is very good. Ratings for the level of service received are high amongst re-recognised organisations, suggesting that expectations have largely been met.

Figure 15



- The liP advisers are most highly rated on their knowledge of the reassessment process and human resources issues, their ability to identify the company's needs, and their professionalism.

**SERVICE QUALITY GAPS – RE-RECOGNISED ORGANISATIONS**

- Service quality gaps were calculated in the same way as described above. The following table summarises the values obtained.

Table 3

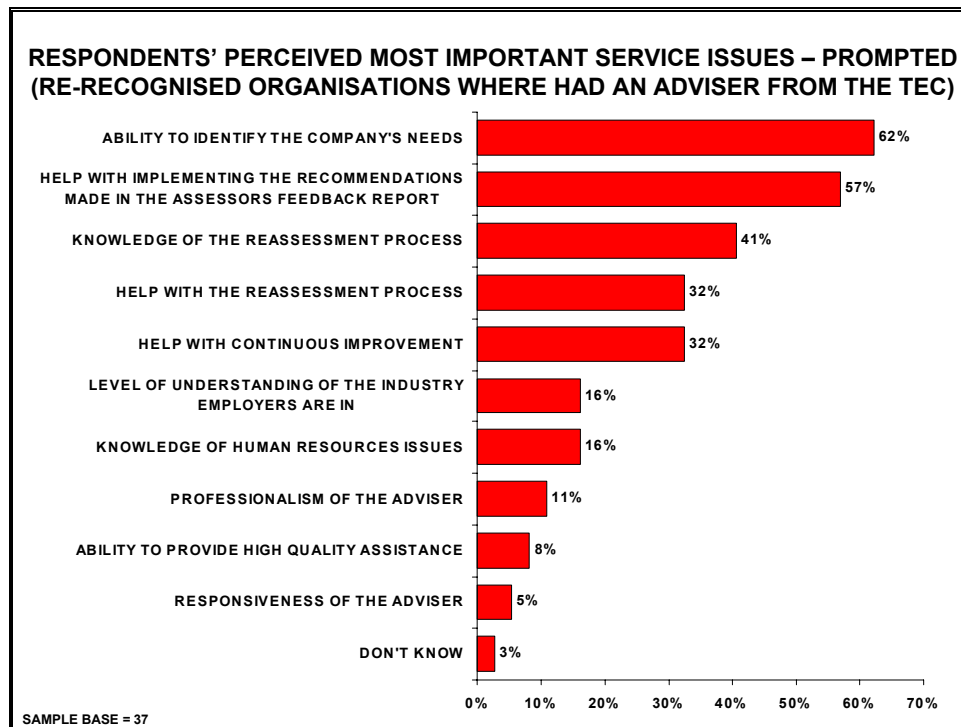
ANALYSIS OF THE SERVICE QUALITY GAP FROM IIP ADVISERS – RE-RECOGNISED ORGANISATIONS			
	SQG +/-100	EXPECTATIONS RANKING	SATISFACTION RANKING
HELP WITH CONTINUOUS IMPROVEMENT	+6.76	10	8
HELP WITH IMPLEMENTING THE RECOMMENDATIONS MADE IN THE ASSESSORS FEEDBACK REPORT	+6.08	9	=5
ABILITY TO IDENTIFY COMPANY'S NEEDS	+4.05	7	3
LEVEL OF UNDERSTANDING OF THE INDUSTRY YOU'RE IN	+2.70	8	=9
KNOWLEDGE OF HUMAN RESOURCES ISSUES	+2.14	6	=1
RESPONSIVENESS OF THE ADVISER	0.00	5	=5
ABILITY TO PROVIDE HIGH QUALITY ASSISTANCE	-2.03	4	=5
KNOWLEDGE OF REASSESSMENT PROCESS	-4.05	1	=1
PROFESSIONALISM OF THE IIP ADVISER	-4.05	2	4
HELP WITH REASSESSMENT PROCESS	-4.05	3	=9
OVERALL SCORE	+0.75		

- The gap analysis indicates that in most areas liP advisers are exceeding the expectations of re-recognised organisations. The exceptions to this are in their ability to provide high quality assistance, knowledge of the reassessment process, professionalism, and help with the reassessment process, although none of these gaps are of a magnitude large enough to cause concern. It is notable, however, that in terms of help with the reassessment process, expectations are amongst the three highest, and this receives one of the lowest ratings of satisfaction.

### **IMPORTANCE OF SERVICE ISSUES – RE-RECOGNISED ORGANISATIONS**

- Respondents were asked to indicate the three most important issues regarding the service provided by their liP adviser. Issues most frequently cited are the ability to identify the company's needs (62%), help with implementing the recommendations made in the assessors feedback report (57%), and knowledge of the reassessment process (41%).

Figure 16



### **DIFFICULTIES/PROBLEMS WITH IIP ADVISERS**

- Only one in twenty organisations have experienced problems with their IIP adviser (5%, compared with 11% in 1999 and 1998).
- The problems encountered by the minority of organisations centre around a perceived lack of communication between respondents and the advisers. For example, some feel that their adviser was not easily accessible (3 respondents), whilst others feel that the adviser did not spend enough time with staff (2 respondents), and one respondent felt that their adviser lacked knowledge and experience of their industry.
- Three respondents say that the difficulties that they have experienced have been resolved satisfactorily. Therefore, only two respondents (2% of the total sample) have experienced problems with their adviser that have not been resolved to their satisfaction.

## SECTION 6: ACHIEVING IIP

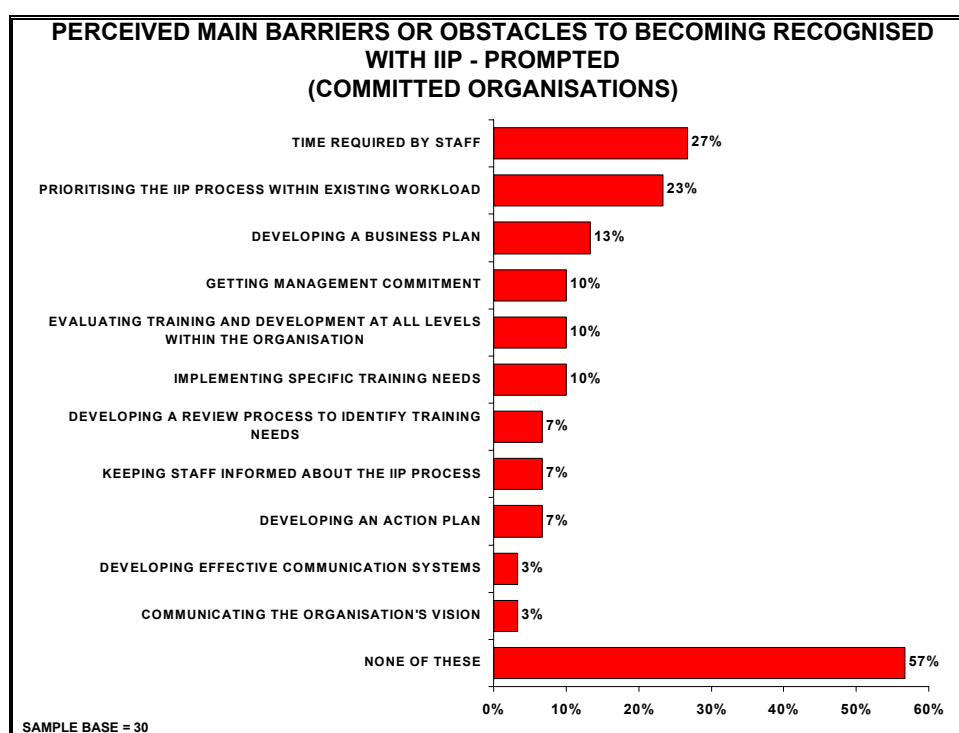
### BARRIERS TO BECOMING RECOGNISED WITH IIP

- Organisations were prompted with a list of possible barriers and obstacles to becoming recognised with IIP and were asked to state which, if any, they felt were relevant within their organisation.

#### Committed organisations

- The perceived barriers or obstacles to becoming recognised with IIP amongst committed organisations are illustrated in the figure below.

Figure 17

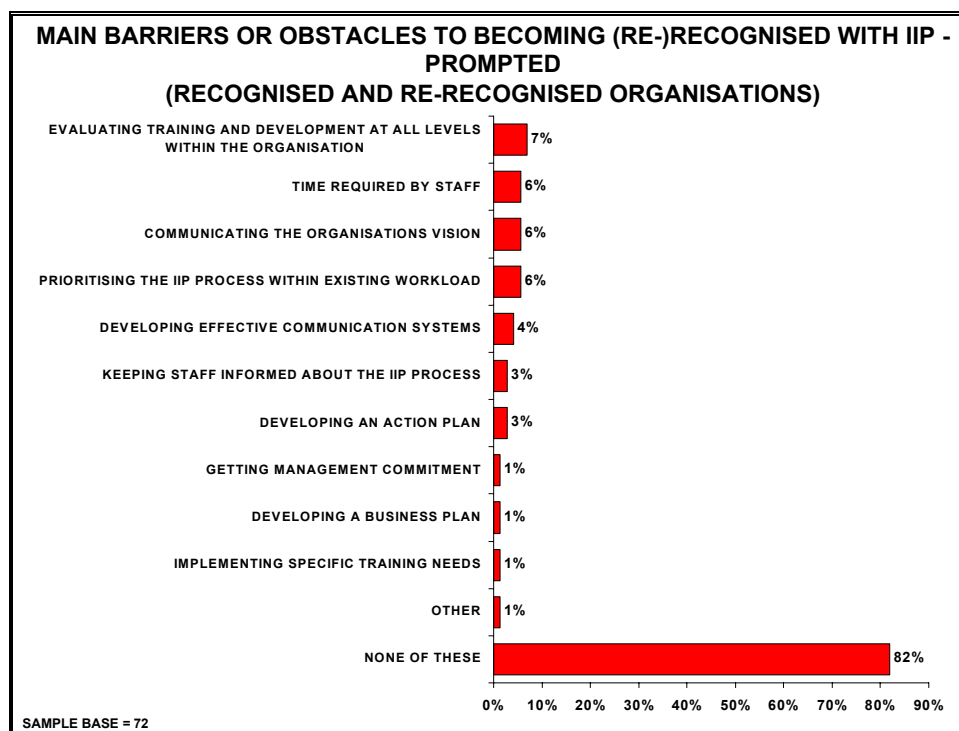


- The time required by staff (27%), and prioritising the IIP process within the existing workload (23%) are the main barriers to becoming recognised perceived by committed organisations. It is interesting to note that almost three-fifths of committed organisations do not perceive any major barriers or obstacles to becoming recognised (57%).

#### Recognised and re-recognised organisations

- Organisations that have been recognised or re-recognised with IIP were asked whether they have experienced any major barriers or obstacles to becoming (re-) recognised. Their responses are illustrated in the figure below.

Figure 18

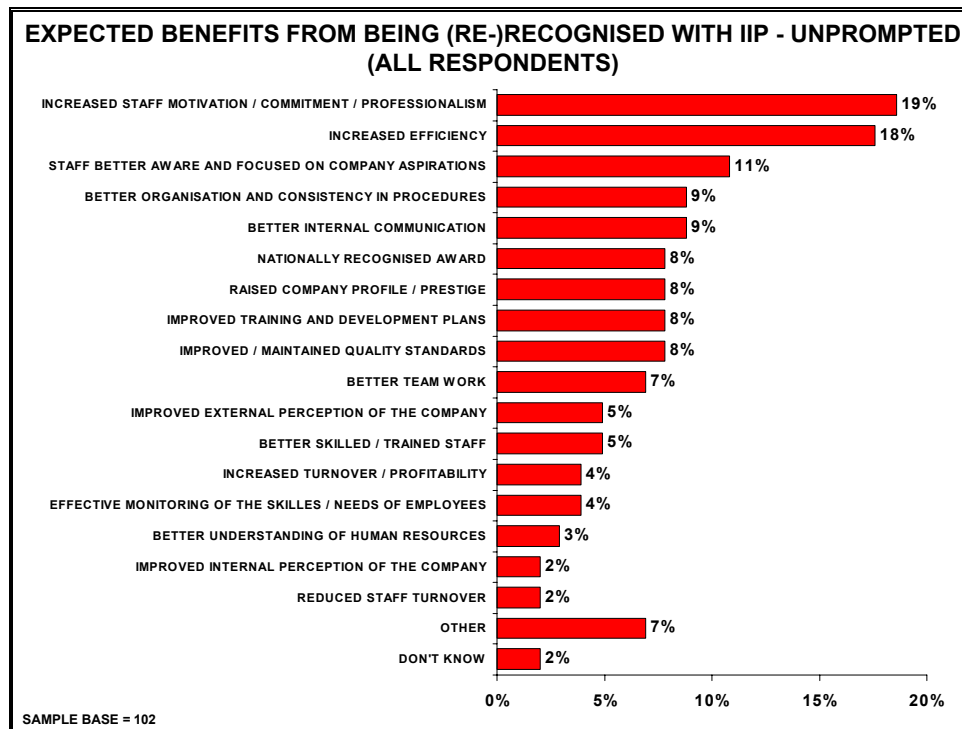


- The great majority of recognised and re-recognised respondents do not feel that they experienced any of the specified barriers and obstacles (82%). A further question was asked, to determine whether respondents have experienced any other barriers or obstacles, not included in the previous question. In response to this unprompted question, a minority were able to specify other barriers and obstacles not included in the prompted list, including the task of having to involve everybody in the organisation (6%), an overabundance of paperwork (6%), lack of co-operation or acceptance of IIP from staff or managers (both 4%), and difficulty in meeting the training needs of staff (3%).
- Respondents that were able to cite other barriers (19 respondents in total) were asked how these were overcome. Most commonly, barriers were overcome through giving a clear explanation of IIP to staff, convincing staff of the benefits, and better planning of workload (each 26%; 5 respondents).

### **BENEFITS FROM BEING RECOGNISED WITH IIP**

- All organisations were asked, without prompting, what benefits they expected from becoming (re-)recognised with IIP, and a number of potential benefits were cited. Most commonly, respondents cite increased staff motivation, commitment and professionalism (19%), and increased efficiency (18%). Responses are illustrated in the figure below.

Figure 19



## SECTION 7: FOLLOWING RECOGNITION

### IMPROVEMENTS TO THE PROCESS

- Recognised and re-recognised organisations were asked what, if anything, they would change about the liP process if they were to go through it again. The majority of respondents did not feel strongly enough to make a comment (71%). A few respondents feel that they would set aside more time for the liP process (6%), that they would have started liP earlier (4%), or that they would prepare and involve more staff (4%).

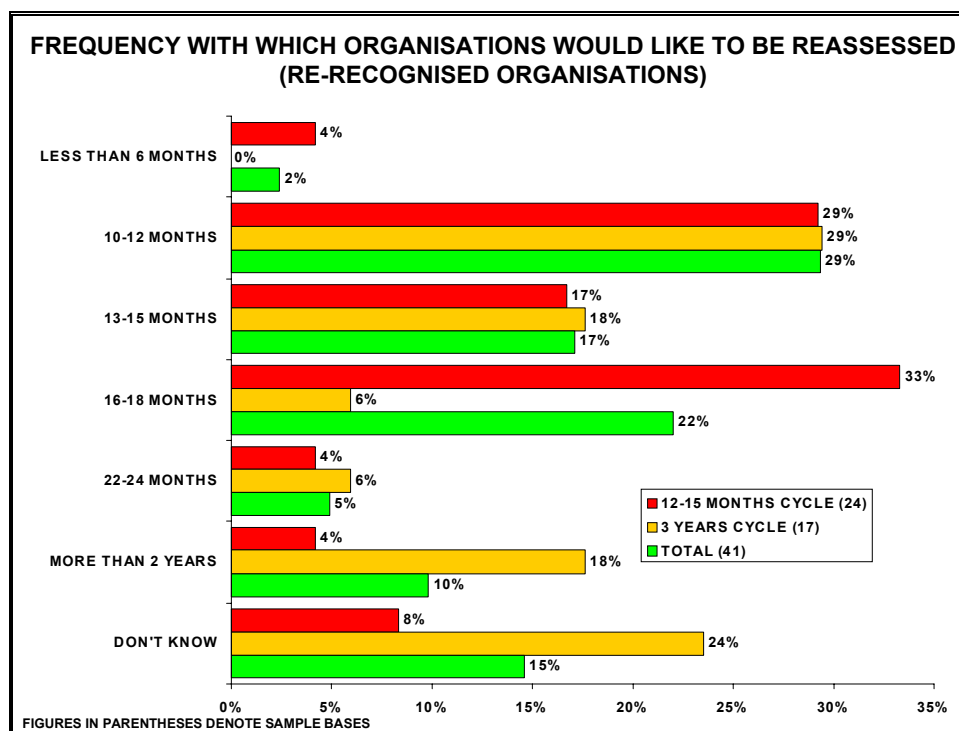
### SPEEDING UP THE PROCESS

- More than a fifth of recognised organisations feel that they could have achieved liP recognition in a shorter space of time (23%, compared with 31% in 1999 and 40% in 1998; 7 respondents).
- Respondents that feel recognition could have been achieved more quickly feel that the process could have been accelerated by keeping up-to-date with the procedure (2 respondents), having a better understanding of the process (2 respondents), investing more time (1 respondent), more commitment from staff (1 respondent), being more focused (1 respondent), and with more speed at the start (1 respondent).

### REASSESSMENT

- Organisations that have been re-recognised with liP were asked a number of questions about the reassessment process. Respondents were asked how often they would *like* to be reassessed. Their responses are illustrated in the figure below. This figure also provides a comparison of the responses of those re-recognised organisations whose reassessment period is 12-15 months with those that have a reassessment period of 3 years. It would appear that there are a number of re-recognised organisations that would prefer either a longer or shorter reassessment period.

Figure 20



- Re-recognised organisations were asked whether they feel there have been any additional benefits in remaining recognised with liP following the reassessment process. Approximately one in eight feel that this is the case (12%; 5 respondents), and name these benefits as increased profile of high quality standards (3 respondents), improved staff commitment (1 respondent), and better staff training (1 respondent).
- These organisations were also asked whether there is any additional support they would like to receive from their adviser following reassessment. More than one in four would like improved communication with their adviser at this stage (29%), whilst a minority say they would like to be kept up-to-date with developments in liP (7%; 3 respondents) or more financial support (5%; 2 respondents). More than half say they require no additional support (56%).

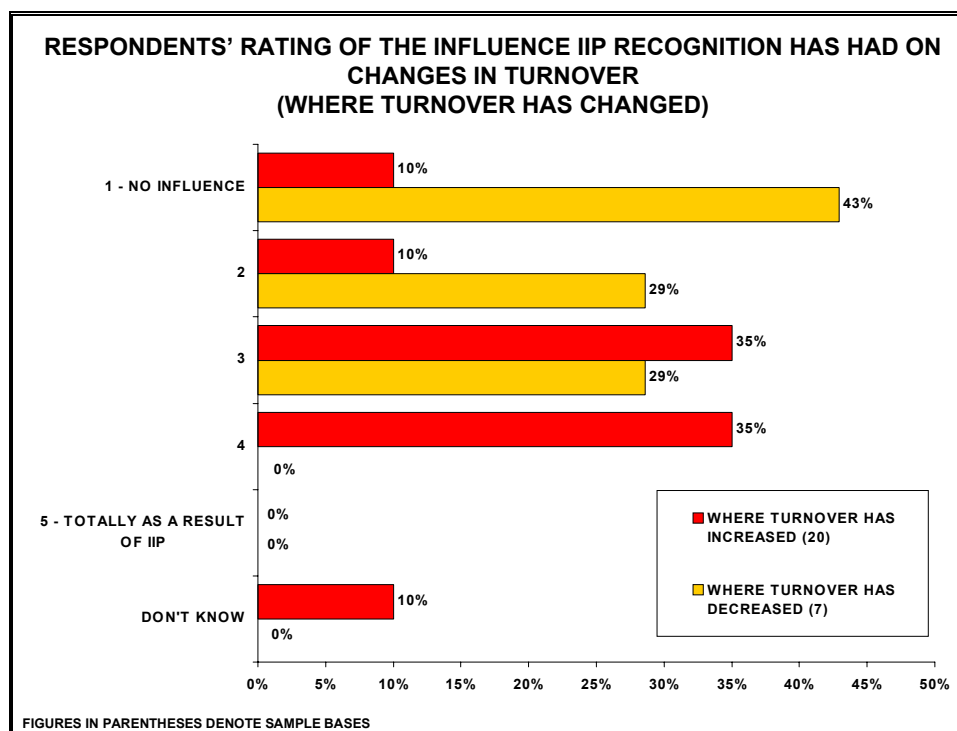
## SECTION 8: BUSINESS INDICATORS

- Respondents were asked whether they had noticed any changes in a number of areas within the business since they became involved in liP. They were also asked to rate the extent to which liP has been a factor in bringing about these changes.

### IMPACT ON TURNOVER (RECOGNISED AND RE-RECOGNISED ORGANISATIONS ONLY)

- More than a quarter of organisations have noted an increase in turnover since becoming recognised with liP (28%, compared with 30% in 1999). Only one in ten have experienced a decrease (10%, compared with 15% in 1999). Thus, on balance (increase minus decrease), 18% of organisations have experienced an increase in turnover (15% in 1999).
- Organisations that have experienced a change in turnover were asked to rate the influence of liP recognition on this. Ratings were given on a scale of 1 to 5, where 1 is no influence and 5 is totally as a result of liP recognition.
- More than one in three respondents that have experienced an *increase* in turnover give a rating of 4, equating to a high level of influence (35%), although one in five feel that liP recognition has had little impact (20%). On a scale of 1 to 5, a mean rating of 3.06 is generated.
- Where respondents have experienced a *decrease* in turnover, none feel that liP recognition has had a significant impact on this change, whilst approaching three in four feel that recognition has had little impact (72%). On a scale of 1 to 5, a mean rating of 1.86 is achieved.

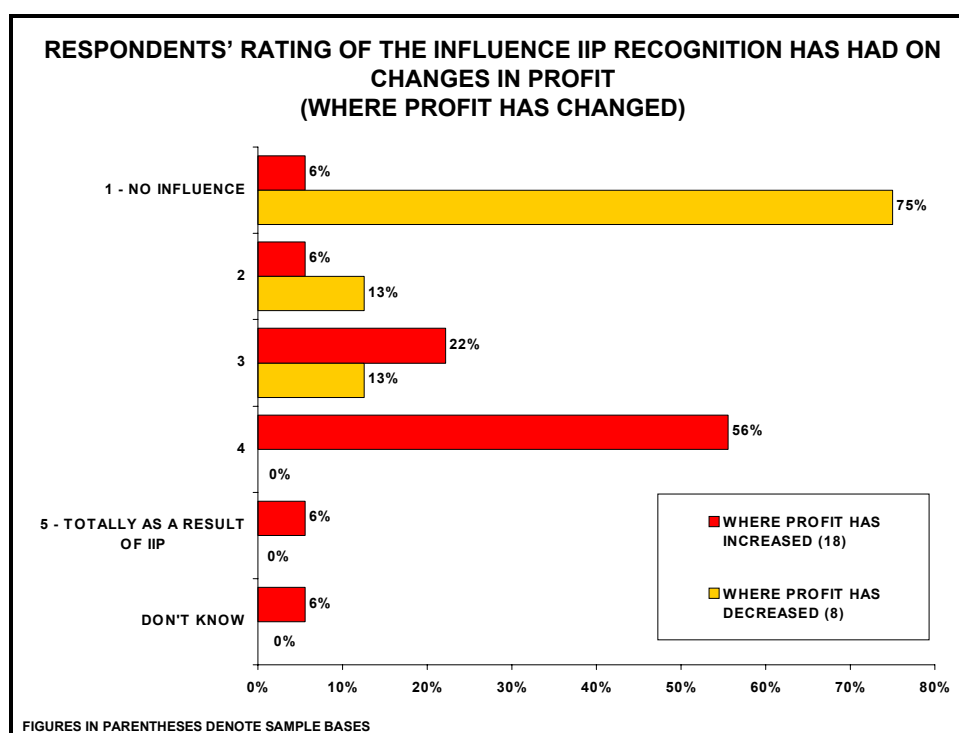
Figure 21



### IMPACT ON PROFIT (RECOGNISED AND RE-RECOGNISED ORGANISATIONS ONLY)

- One in four organisations have experienced an increase in profit since liP recognition (25%, compared with 28% in 1999). Just over one in ten report a decrease (11%, compared with 15% in 1999). Therefore, the net balance of organisations experiencing an increase in profit is 14%, compared with 13% in 1999.
- More than three-fifths of organisations that have experienced an *increase* in profit feel that this is largely or totally as a result of liP recognition (61% give a rating of 4 or 5), generating a mean rating of 3.53. In contrast, no organisations that have experienced a *decrease* appear to consider that liP recognition has been an influence, whilst 88% feel that it has been of little or no influence. These organisations give a mean rating of 1.38.

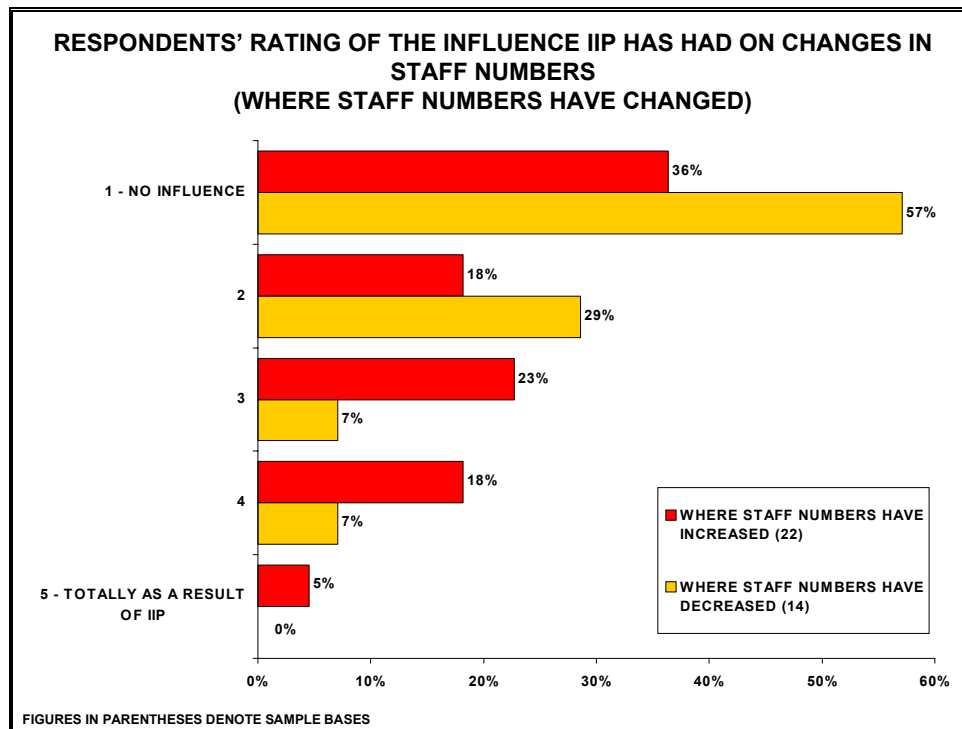
Figure 22



### IMPACT ON STAFF NUMBERS

- More than one in five organisations have experienced an increase in staff numbers since their commitment to/recognition with liP (22%, compared with 35% in 1999). This rises to almost one in three of those committed to the standard (30%), and falls to approximately one in eight of those that are re-recognised (12%). Approximately one in seven organisations have experienced a decrease in staff numbers (14%, compared with 11% in 1999), so on balance (increase minus decrease), 8% of organisations have experienced an increase in staff numbers (compared with 24% in 1999).
- The figure below illustrates the level of influence organisations feel their involvement with liP has had on the changes in staff numbers. Where organisations have experienced an *increase*, a mean rating of 2.36 is achieved, whilst amongst those experiencing a *decrease*, a mean rating of 1.64 is generated.

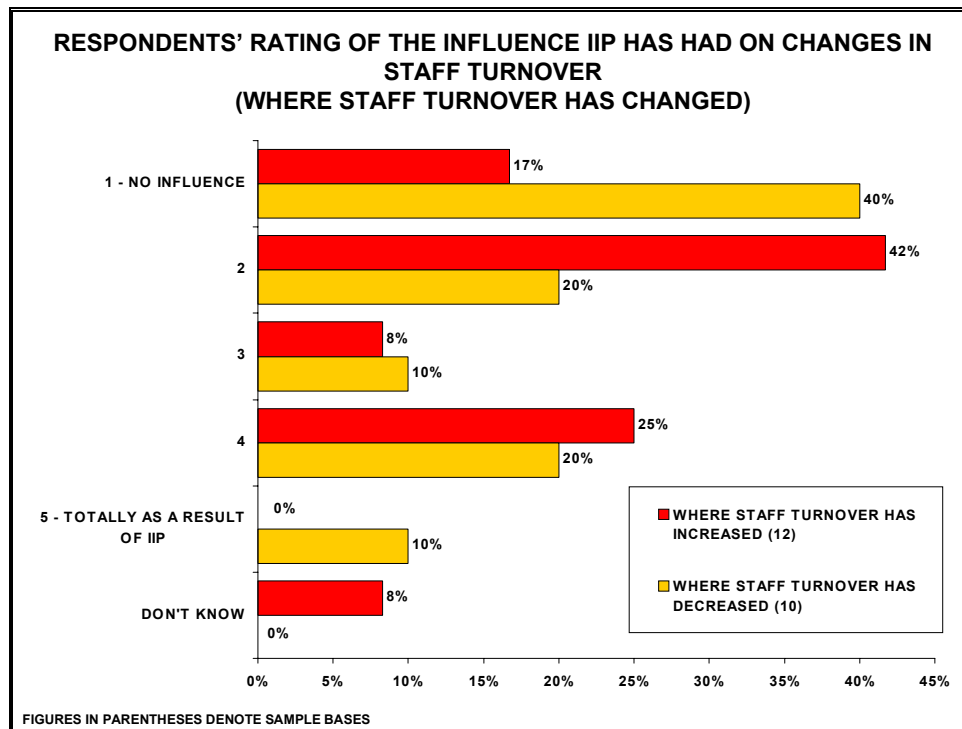
Figure 23



### IMPACT ON STAFF TURNOVER

- 10% of organisations report a decrease in the level of staff turnover (a positive indicator) since IIP recognition/commitment (16% in 1999). However, one in eight have experienced an increase in staff turnover (12%, compared with an identical proportion in 1999). Thus, on balance, 2% of organisations have experienced an *increase* in staff turnover, compared with 4% experiencing a *decrease* in 1999.
- Almost three-fifths of those that have experienced an *increase* in staff turnover feel that IIP has had little or no influence on this outcome (58%; mean rating 2.45), whilst almost one in three of those that have experienced a *decrease* in staff turnover ascribe this largely or totally to IIP (30%; mean rating 2.40).

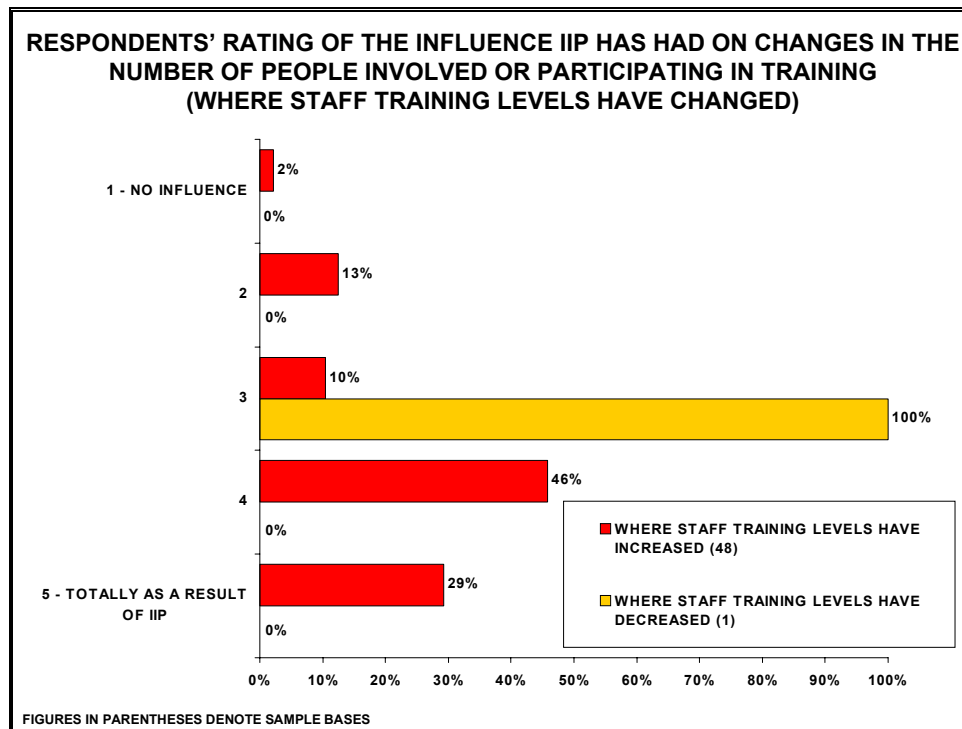
Figure 24



### IMPACT ON TRAINING PARTICIPATION

- Almost half have experienced an increase in the number of staff involved or participating in training since their commitment to/recognition with IIP (47%, compared with 58% in 1999), whilst only 1% have experienced a decrease (3% in 1999). This results in a net balance of 46% of organisations that have experienced an increase in staff training activity, compared with a net balance of 55% in 1999.
- Where organisations have experienced an *increase* in the level of staff training activity, more than one in four ascribe this totally to the influence of IIP (29%), generating a mean rating of 3.88. The only respondent to have experienced a decrease in training activity gives a neutral rating (3.00).

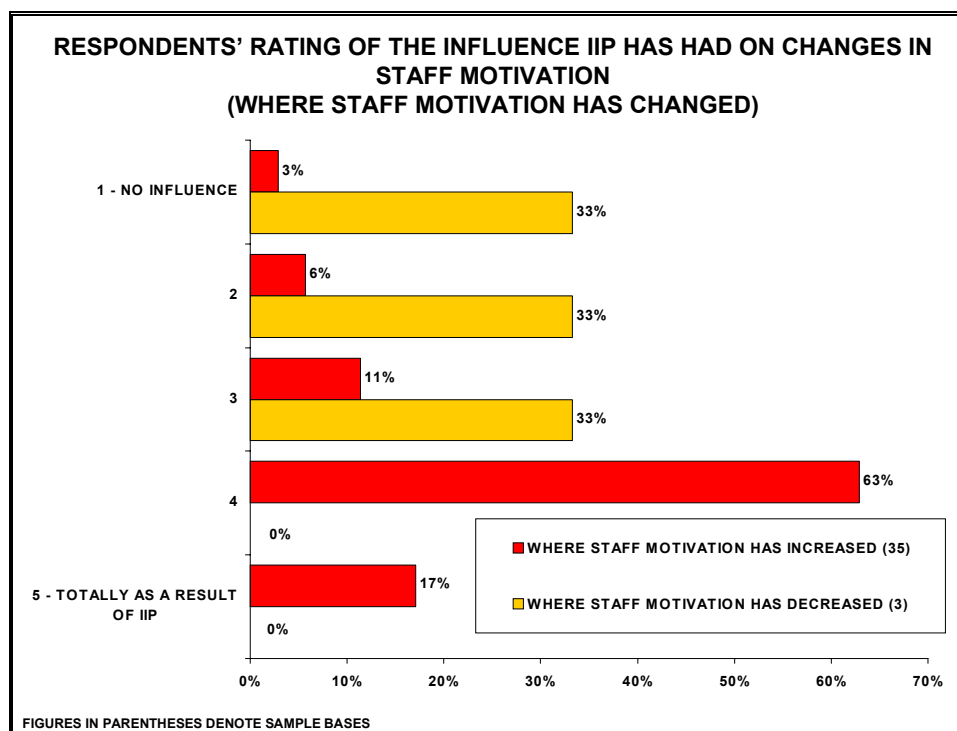
Figure 25



### IMPACT ON STAFF MOTIVATION

- More than one in three organisations report an increase in staff motivation (35%, compared with 53% in 1999), whilst only a small minority report a decrease in motivation (3%, compared with 5% in 1999). Thus, on balance, 32% of organisations have experienced an increase in staff motivation, compared with 48% in 1999.
- The majority of respondents that report *increased* staff motivation ascribe this to IIP commitment/recognition (80% give a rating of 4 or 5), generating a mean rating of 3.86. In contrast, none of those that have experienced a decrease feel that this is due to their involvement with IIP.

Figure 26



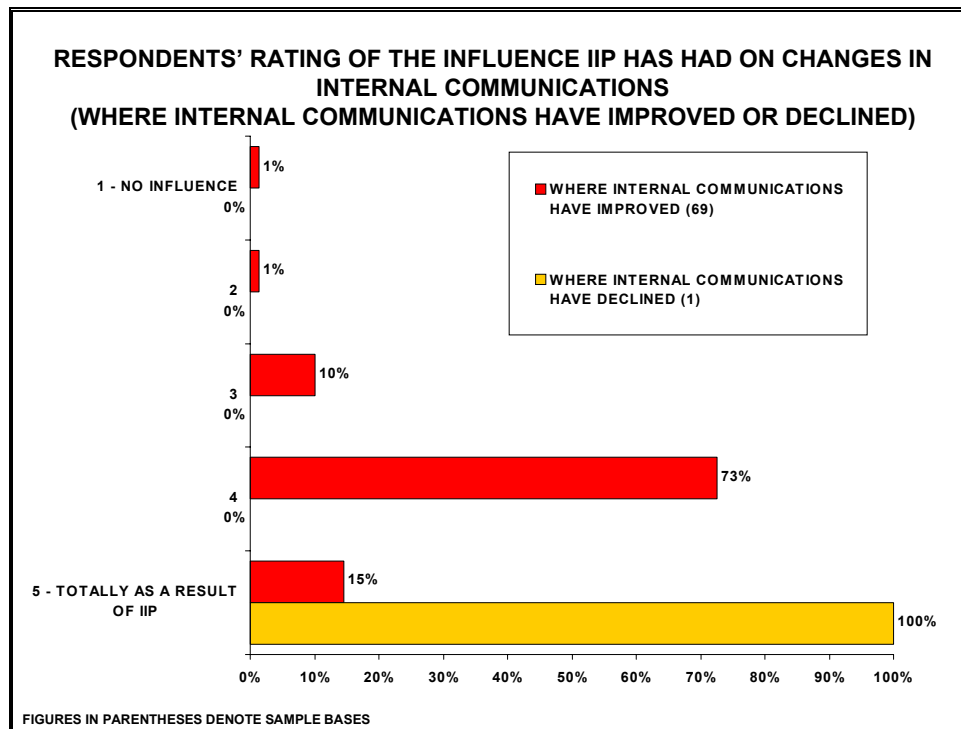
### CUSTOMER SATISFACTION

- Approaching three-quarters of organisations measure customer satisfaction (71%), and of these two-fifths (40%) have noticed improvements in customer satisfaction since becoming committed to or recognised with IiP. This is equivalent to 28% of all organisations interviewed (compared with 25% in 1999). Recognised and re-recognised organisations are more likely to report an increase in customer satisfaction than committed organisations (51%, compared with 6%), implying that there is some additional benefit to obtaining recognition, over and above the benefits obtained from working towards the initiative. This may reflect their longer-term involvement in the initiative.

### INTERNAL COMMUNICATION

- It appears that the biggest impact on organisations is the change in internal communications. More than two-thirds of organisations have seen an improvement in internal communications since becoming committed to/recognised with IiP (68%, compared with 73% in 1999), whilst only 1% have experienced a decline (compared with 2% in 1999).
- The great majority of respondents report that the improvement in internal communications is largely or totally as a result of IiP (87%; difference from graph below due to rounding), with only 3% of these respondents rating IiP as having no or little influence on the improvements (difference from graph below due to rounding). The only respondent that has experienced a decline in internal communications does ascribe this decline as entirely to do with IiP.

Figure 27



**SUGGESTIONS FOR IMPROVEMENTS TO THE IIP PROCESS**

- The suggestions made by organisations for improvements to the process of liP (re-)recognition include more consistent contact with the adviser; and more information on the process. These suggestions are indicated in the following comments:

*“It is a flowing process so I had expected a courtesy call to see how we were getting on.”*

*“More personal contact with an adviser would be helpful.”*

*“The TEC should look each month at each client’s record to ensure that there has been enough contact.”*

*“They should carry out assessments on a yearly basis.”*

*“The main thing is not to let things drag on.”*

*“They need to market their services properly, we came across it accidentally.”*

*“The process is ambiguous to start with, having a case study at the beginning would help.”*

*“They should consider running a workshop for people that are getting into it, so that they understand the processes before becoming involved.”*

- A number of comments reflect positive experiences of the process:

*“The service we received from the TEC was very good. They provided the assistance and discipline and we in turn responded.”*

*“I am very pleased with the way it all went.”*