

DVTA - INVESTORS-IN-PEOPLE ASSESSMENT - RECOMMENDATION FOR FURTHER ACTION

	RECOMMENDATIONS	ISSUES FOR CONSIDERATION	SPECIFIC ACTION TO BE TAKEN	TARGET DATE
1.	Senior management should clarify the training and development responsibilities of staff who support colleagues to identify and meet their specific development needs. In addition management effectiveness training should be provided to enable managers to update their existing skills and knowledge and acquire new skills and techniques.	<ul style="list-style-type: none"> • Senior managers should recognise the obligation on themselves and on all line managers to manage and develop staff effectively. • Staff management and development should be regarded as a key responsibility of line managers' jobs. • Staff management and development responsibilities should be formally incorporated as a key objective in line managers' Forward Job Plans, with appropriate targets, and performance indicators. • Adequate time should be provided to allow line managers to fulfill their staff management and development obligations. • Managers' competence on staff management and development should be assessed formally through the performance management system. • Managers should be fully equipped, trained and supported to ensure they have the competence to manage and develop staff. 	<ul style="list-style-type: none"> • Senior managers to include in Forward Job Plans for all line managers specific objectives, targets and performance indicators relating to the management and development for each of their staff. • Line managers to maintain a PDP and a Miscellaneous Training Record for each member of staff (see pro forma attached). These would record a wide range of formal and informal development activities they have facilitated, eg, training courses or seminars, coaching/mentoring sessions, development discussions, project work, work shadowing, acting up, in-the-job training, briefings, self study, etc. • Line managers performance on how they have managed staff should be assessed formally through the performance management/annual reporting system. Assessment should be based on the evidence, collated on their staff's PDPs and Miscellaneous Training Records. • Senior managers to carry out a training needs analysis on the line managers for whom they are responsible, to ensure that line managers have the necessary skills to manage and develop their staff. Where appropriate Senior Managers to facilitate additional/refresher management development for line managers. • Line managers to recognise staff's contribution and to communicate their commitment to their development through informal and formal reward and recognition and through the performance management systems, eg, In-year Reviews, Appraisals, etc. 	<p>Apr 2004</p> <p>Apr 2004</p> <p>Apr 2004</p> <p>Apr 2004</p>
5.	Senior management should continue the practice of reviewing and monitoring how they communicate the contribution employees make to the success of the Agency as some staff did not appear to believe their specific contribution was recognised or that senior management were committed to supporting their development.	<ul style="list-style-type: none"> • Senior management and line managers to communicate explicitly to staff their commitment to staff development and the contribution they make to their teams, division and the Agency. 	<ul style="list-style-type: none"> • Line managers to recognise staff's contribution and to communicate their commitment to their development through informal and formal reward and recognition and through the performance management systems, eg, In-year Reviews, Appraisals, etc. 	<p>Apr 2004</p>

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2.	Senior management and managers should continue the good practice of assisting employees to identify how development activities for individuals helps Directorates, Departments, Teams and the Agency achieve objectives.	<ul style="list-style-type: none"> Managers should discuss and agree with their staff how proposed training would help the individual's performance and how it would contribute towards the achievement of individual, team, divisional and Agency objectives. This should be done as part of the business planning /operational planning cycle, and through the performance management system (eg, FJPs, PDPs and in-year reviews). 	<ul style="list-style-type: none"> Line managers to identify and agree with their staff specific training and development objectives and outcomes which links to individual, team and Agency objectives. Line Managers to record and review these on the pre and post training pro formas (see attached) 	Apr 2004
4.	Senior management should continue to encourage managers at all levels to clearly identify the priorities they have which link the development of employees to its aims and objectives at Agency, Directorate, Team, Department and Individual levels.	<ul style="list-style-type: none"> . The pre and post training pro-formas to include a brief summary of how the training contributes to achievement of individual, team, divisional and Agency objectives. 		
3.	Senior management should continue the practice of reviewing and modifying their evaluation processes and possibly structure the evaluation of the training and development of employees across the organisation so that they can build on their current understanding of the overall costs and benefits.	<ul style="list-style-type: none"> The post training evaluation pro-forma to include improved and more comprehensive information on <ul style="list-style-type: none"> a. the overall costs of the training and development; and b. the benefits derived from the training and development <p>Improved information on the overall costs of training and development would be provided by Training Unit's management information system. It may include as appropriate, course fees and expenses, T&S, cost of staff time spent on training. It would not include opportunity costs.</p> <p>This information on how training is evaluated would be included in the quarterly reports on training to the management board.</p>	<ul style="list-style-type: none"> Training Unit to provide overall cost of the training and development. Line managers to identify benefits derived from the training, ie, the achievement of the agreed objectives and outcomes. Training Unit to provide the Management Board with quarterly information on how training and development is evaluated, and on the outcomes of training, including VFM. 	Apr 2004 June 2004

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6.	Senior management should continue to monitor the time taken between the identification and actioning of employees' development needs and ensure excessive delays do not occur. If delays are unavoidable due to organisational needs staff should be informed as soon as possible.	<ul style="list-style-type: none"> Senior management and line managers should continue to monitor the achievement of individuals' PDPs and divisional and Agency training plans, to ensure that planned and agreed training and development actually takes place on a timely basis. Where, exceptionally, it is necessary to defer or delay training, this should be discussed with staff who are affected and a revised timescale agreed. 	<ul style="list-style-type: none"> Line managers to formally agree a timescale within which training and development recorded on PDPs should be completed. Where delays occur, staff should be informed and the PDP amended in consultation with them. 	Apr 2004
7.	Senior management of the Agency should consider the 12/15 month Post Recognition Review Option as it will enable and support them to build on their existing strengths and assist them with the on-going strategic and operational development of the organisation.	<ul style="list-style-type: none"> The Agency to commit to carrying out IiP post recognition review around June 2005. 	<ul style="list-style-type: none"> DVTA to apply to have a IiP post recognition review by June 2005. 	June 2005

[Personal Development Plan](#)

[Miscellaneous Training Record](#)

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