



UK COMMISSION FOR
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Research to support the evaluation of Investors in People: Employer Survey (Year 2)

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Foreword

Investors in People (IiP) is the UK's leading people management standard. There are 22,000 IiP organisations worldwide and our mission unites this network under a shared belief and a common goal: to be a good business, you need great people.

Our purpose is to help organisations unlock talent by providing assessment, advice and solutions to help businesses compete today and tomorrow.

The research programme at the UK Commission provides a robust and rigorous evidence base on IiP customers. These insights are a key source of information and new ideas to inform future IiP activity and shape the value of the service offering.

We welcome this research report which sets out to develop a deeper understanding of how IiP is perceived by employers and provide evidence of the impact of IiP on businesses which are accredited. This survey follows up on IiP businesses a year on since their initial accreditation, exploring the differences made and impacts felt as a result of IiP.

Looking forward

Investors in People has been working hard to keep abreast of the complex challenges tomorrow will bring. When resources are stretched, organisations rely more than ever on their people to create the next opportunity. This study has already started to inform our work as we seek to strengthen the advisory offer and develop flexible new approaches to assessment.

We hope you find this report useful and informative. If you have any queries, or would like to provide any feedback or comments please email info@ukces.org.uk.

Paul Devoy

Head of Investors in People

UK Commission for Employment and Skills

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1 Executive Summary

1.1 Background

This report covers the findings from the second year of a two-year evaluation of Investors in People (IiP). The overall aim of this research is to provide a quantitative assessment, from the participating employer's perspective, of the effectiveness of the IiP accreditation process and any impact associated with IiP recognition. The objectives of the project were to explore employers' experiences and satisfaction of working towards IiP accreditation against their original expectations, the role that the IiP centres play in the accreditation process, the prominence and role of IiP within employers' HR and business strategies and the impact on the employer of working towards and gaining IiP accreditation.

The second year examined whether there are indications of changing levels of impact of IiP among recently recognised employers compared to a similar group of new recognitions from Year 1. This involved re-interviewing some employers interviewed at Year 1 to establish whether the benefits resulting from IiP recognition have been sustained or indeed increased, or whether instead they have faded with the passage of time.

A total of 716 telephone interviews were conducted between 11th September 2012 and 2nd November 2012 among two distinct groups:

- 429 interviews with employers becoming recognised for the first time in the period July 2011 to June 2012 ('Year 2 new recognitions')
- From the 550 employers that were interviewed as new recognitions in the first year of the survey (so had been newly recognised in the period July 2010 to June 2011), 513 agreed to be re-contacted and 287 were re-interviewed.

1.2 Profile of employers

The majority of Year 2 new recognitions were private sector firms (64 per cent), with the remainder slightly more likely to be third sector (21 per cent) than public sector organisations (15 per cent). The profile by organisation type is very similar to Year 1. However, the profile of Year 2 new recognitions differed slightly to the profile of new recognitions in Year 1 in other ways: more were based in England and fewer in Wales; significantly more were large employers with 250 or more staff (18 per cent up from 10 per cent in Year 1); fewer operated in Construction (six per cent from 12 per cent); and the proportion achieving a higher level of recognition had increased from nine per cent in Year 1 to 30 per cent in Year 2. The sampling of new recognitions, which was drawn from liP Centres' own databases, is discussed in section 2.3.

1.3 Motivations for engaging with liP

The vast majority of employers sought recognition with the hope of achieving a wide variety of internal and external benefits, most commonly (among Year 2 new recognitions) improvements in the quality of leadership skills (90 per cent), customer / user satisfaction (85 per cent), management practices (82 per cent), training practices (81 per cent), the ability of staff to do their jobs (81 per cent), staff commitment (79 per cent) and that it would lead to their gaining a competitive advantage (78 per cent). Clearly overall the focus is more on developing leadership and management skills, and staff skills and commitment, than on bottom line measures (increased sales or profit).

Smaller employers with fewer than 25 staff, however, were much more influenced by bottom line issues than average, such as it leading to a competitive advantage (85 per cent compared to 77 per cent of organisations with 50+ employees), attracting new clients (83 per cent compared to 69 per cent of employers with 50+ employees) and, for small private sector firms, it increasing turnover and profit (75 per cent and 78 per cent respectively). Medium sized organisations with between 25 and 99 staff were significantly more likely than average to have a focus on liP improving their leadership skills (95 per cent), management policies (90 per cent), training practices (89 per cent) and staff commitment (83 per cent), hence more operational issues.

1.4 Distance travelled to achieve liP

Most Year 2 new recognitions felt they only needed to make minimal changes to achieve liP recognition (58 per cent), and the level of reported changes was lower than found in Year 1 (when 51 per cent reported they needed to make minimal changes) despite the fact that many more in Year 2 attained the higher banding. It is interesting that there was no difference in the extent of changes that employers felt they had to make between those achieving the higher banding and those working to the standard level.

Confirming that most employers needed to make relatively minimal changes to achieve liP, the vast majority of Year 2 new recognitions already had in place the main business and HR policies and practices required/expected for liP when they committed. Hence relatively few employers said that they introduced new policies and practices to achieve liP (34 per cent, no significant change to Year 1). liP had most influence in leading to the introduction of training plans, staff consultation processes and processes for assessing management effectiveness, where up to a fifth of employers with these policies in place said they were introduced as a direct result of working toward liP.

However, there is strong evidence to suggest that liP offers a valuable structure and framework for employers to develop and improve their existing business and HR plans and procedures. Almost nine in ten Year 2 new recognitions reported that they had improved or developed at least one HR / business policy or practice as a direct result of liP (with this most common for business plans followed by appraisal plans, staff consultation processes, training plans, induction plans, and processes for assessing management effectiveness (each improved by two-fifths to a half)).

Results among re-contacted employers interviewed in their second year post-recognition suggest that employers continue to develop and improve their HR and business plans / policies: nearly all had developed or improved at least one plan in the previous 12 months and seven in ten indicated that they had introduced or improved at least one plan in the previous 12 months as a *result of liP* (70 per cent).

One area where liP had a particularly strong impact was in the organisation's focus on leadership and management training: just over half of all new recognitions said liP had led to improvements (63 per cent) as did nearly half of all re-contacted employers (54 per cent).

1.5 The impact of liP

liP was described by new recognitions in Year 2 as having improved a large number of areas of performance, particularly the quality of leadership skills (68 per cent), management policies (62 per cent), staff commitment (54 per cent), the ability of staff to do their jobs (55 per cent) and productivity (48 per cent). liP was generally described as contributing to these improvements to some rather than a large extent, and hence is usually just one factor among others.

Results on a number of measures were slightly more favourable than in Year 1, with an increase in the likelihood of new recognitions saying liP has contributed to improvements in such areas as staff commitment, productivity, and (for private sector employers) profit and turnover. Increases are generally the result of the improvements being more commonly experienced by organisations in Year 2, rather than employers being more likely to attribute the improvement to liP.

Overall the vast majority of all new recognition employers in Year 2 (95 per cent) reported that liP had had a net positive impact on their organisation. While clearly positive, there has been a fall in the proportion saying liP had had a *significant* positive impact (37 per cent) compared with Year 1 (43 per cent). This reflects the fact that Year 2 new recognitions made fewer changes to achieve liP: employers that had made more than minimal changes to their organisation to achieve recognitions and those achieving higher banding levels were more likely to report liP having a significant positive impact (47 and 42 per cent respectively), which suggests that liP advisers should be strongly encouraging employers to stretch themselves when working towards liP, as well as promoting the benefits of the higher banding levels.

Re-contacted employers were also favourable overall regarding the impact of liP: just under nine in ten said liP had had a positive impact on the organisation, and around three in ten indicated that it had had a *significant* positive impact. Only one per cent felt it had had a net negative overall effect. However, re-contacted employers were much less likely to say that liP had had a *significant* positive impact for their organisation when interviewed in Year 2 than was the case when these same employers were interviewed in Year 1 (a fall of 14 percentage points). To reduce the likelihood of liP's impact fading in the eyes of employers, liP specialists need to maintain and build the relationship with employers not just in the immediate period after recognition but in subsequent years.

This is especially so given that among employers in their second year of accreditation only a third had had contact with an liP specialist in the previous 12 months (36 per cent). A similar proportion (36 per cent) of all employers in their second year of accreditation that had not had contact with an liP specialist in the last 12 months (representing just under a quarter of all re-contacted employers) said this would have been useful. The areas of discussion of most interest to these employers were ways of improving further, progress made against their action plans, and the renewal process.

1.6 Contact and satisfaction with liP specialists while working towards accreditation

Over the course of working towards liP nearly all Year 2 new recognitions recalled having contact with an liP specialist (95 per cent) compared with Year 1 (94 per cent), and employers were very satisfied with their liP specialist, particularly for their explanation of the recognition process and what would be required to achieve liP, their understanding of the specific requirements of the employers' organisation, the support offered through the recognition process, and for providing sufficient levels of contact (85 - 87 per cent very satisfied with each). As in Year 1, satisfaction with the explanation of the benefits of liP were slightly less positive (80 per cent very satisfied) and specialists could do more to make this important area clear to employers.

The vast majority of employers were very satisfied with the assessment performed (although it must be borne in mind that the survey only covered employers that were successful in the accreditation process), and results were again very similar to Year 1.

1.7 Overall measures of satisfaction and areas of improvement

While most recent new recognition employers are satisfied (93 per cent) and very few dissatisfied with liP (5 per cent), there has been a fall in the proportion *very satisfied* (78 per cent) compared with new recognitions in Year 1 (84 per cent). Those achieving the standard level of recognition and those needing to make only minimal changes to achieve liP were less likely than average to be very satisfied with liP (76 per cent and 77 per cent respectively), and these findings again point to the need to encourage employers to stretch and challenge themselves when working towards liP.

This fall in satisfaction is stark when looking at results among re-contacted employers. When they were interviewed in Year 1 88 per cent were very satisfied (and two per cent were dissatisfied). When re-interviewed in Year 2 just 62 per cent were very satisfied (and 10 per cent were dissatisfied). This suggests very strongly the potential for customer satisfaction to fade following recognition. It is certainly the case that the perceived value for money has fallen among employers in their second year following recognition: re-contacted employers were significantly less likely to view liP as good value for money in Year 2 than they were 12 months previously (a drop of 13 percentage points).

Although there was no sign of perception of value for money getting worse among recent new recognitions compared against those in Year 1 of the survey it remains an area with relatively high levels of dissatisfaction (11 per cent among Year 2 new recognitions). Those who achieved a standard level of award and those that only made minimal changes were less positive about value for money.

It is reasonably encouraging that over half (56 per cent) of recent (Year 2) new recognitions say they will definitely renew, with an additional one in four very likely (25 per cent). Just one per cent had decided not to renew. There has been no significant change in the likelihood to renew among new recognitions from Year 1 to Year 2.

Less positive is that among re-interviewed employers, there has been a fall from Year 1 to Year 2 of 15 percentage points in the proportion who say they will definitely renew. This clearly indicates that employers are much more positive about liP in the immediate 12 months following their first recognition than they are in the second year. This is reflected in the fact that relatively few re-interviewed employers (16 per cent) indicated that liP had increased in importance to their organisation in the last 12 months.

Concluding remarks

Key conclusions from the Year 2 research are:

- There were relatively few significant changes between findings among recent (Year 2) new recognitions and new recognitions interviewed 12 months previously either in the changes introduced to achieve liP, the impact of those changes, their overall views on the Standard, or their likelihood to renew. There was a significant increase in those making minimal changes to achieve recognition (despite many more in Year 2 working towards the higher banding) and a significant fall in those very satisfied overall with liP (78 per cent from 84 per cent).

- Results across a range of measures indicate that employers that make more substantial changes when working towards liP and those achieving the higher banding are more positive about the benefits of liP, more satisfied with their involvement, rate its value for money higher, and are more likely to recommend the Standard. Findings therefore strongly suggest that employers need to be encouraged to stretch themselves when working towards liP and, where appropriate, encouraged to work towards the higher bandings.
- Among employers interviewed both as new recognitions in Year 1 of the survey and then again in Year 2, there is a pattern of response that while they remain positive on all key measures, fewer are *very* satisfied, rate value for money highly, or say they will *definitely* renew. The results show that the second year following recognition is a period when the benefits of liP often start to fade. It is therefore crucial that relationships with employers are maintained and developed in the period following recognition.
- The fact that there would be benefits from more being done to develop relationships with employers following recognition is further supported by the fact that: liP specialists are rated very highly by employers when they have dealing when working towards recognitions; a minority of employers (36 per cent) reported having dealings with an liP specialist in the 12-24 month period after recognition; just over a third of re-interviewed employers not having any dealings in this timeframe would have liked contact; and almost one in six of the re-interviewed employers said spontaneously the single main improvement they would have liked is more / better communication or follow-up from advisers.
- The cost and value for money remains an area for consideration: even among recent new recognitions 11 per cent rated liP poor value for money, rising to 15 per cent among small firms with fewer than 25 staff, and views of its value for money deteriorates among those in their second year following recognition. Reducing the cost of assessment is also one of the most common improvements desired among new recognitions.

2 Introduction

2.1 liP Delivery

In the twenty years since its launch in 1991, Investors in People (liP) 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. Alongside these economic and investment goals, the liP standard is a valuable business tool, enabling organisations to link their HR and business strategies and helping ensure employers get the best use of skills their employees have.

As liP has evolved, the focus has shifted from the initial drive to get as many organisations through the Standard as possible (and in turn maximise the number of employees working at liP 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 August 2010 the UK Commission for Employment and Skills ("the UK Commission") took over the strategic ownership of the Investors in People Standard from liP UK. Under the UK Commission, liP 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 liP:

- More businesses improve using liP
- liP impacts on business and economic growth
- liP promotes leading-edge business practice.

Since taking over the running of liP the UK Commission has made changes to the way liP is delivered to employers, most significantly in introducing a competitive tendering exercise for a licence to operate an liP centre in England. These centres started delivery in April 2011, with the intention of improving the quality of support available to employers. For new recognitions the Year 1 study broadly covered the experience of those employers accredited before these changes were in place, whilst the survey in Year 2 covers those who have become accredited under the new system. As such this survey provides valuable comparative data coming as it does at this clear juncture in liP operation. Further changes were introduced in April 2012, which emphasised the value of working with liP (rather than just seeking accreditation) however, as this post dates the survey, the focus of this report remains on accreditation. The 18 month review is a chance for employers to discuss their progress and experience of liP with specialists and has now been introduced as standard policy for all newly accredited employers, rather than just good practice. This survey will act as a baseline to assess the impact of these latter changes.

2.2 Research objectives

Since the UK Commission took over strategic ownership of liP, a programme of evaluation has been developed to assess the impact of liP 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 liP accredited and non-accredited businesses with regard to business performance, skills investment and deficiency and so on.

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 liP recognition. The objectives of the project were as follows:

- Explore employers' experiences of working towards liP accreditation and the role that the liP centres play in the process – reasons for engaging, the changes made to meet the liP Standard and the contribution of the advisors to the process;
- Measure the prominence and role of liP within employers' HR and business strategies;
- Measure the impact on the employer of working towards and gaining liP accreditation via:
 - The extent to which liP introduces employers to new working practices and the extent to which it recognises and codifies pre-existing behaviours;
 - The intended, perceived and actual impacts on business performance and on workforce development;
 - Any other benefits gained by the employer from achieving/holding liP.
- Measuring overall satisfaction of liP and how it measured up against expectations.

The survey has been a two year undertaking; this report covers the findings from Year 2 of the evaluation. It looks particularly at whether there are indications of changing levels of impact of liP compared against a similar group of new recognitions from Year 1. It also specifically involved re-interviewing some employers interviewed at Year 1: among these employers the key area of interest has been whether the benefits resulting from liP recognition have been sustained or indeed increased, or whether instead they have diminished with the passage of time. Interpretation of such effects needs careful consideration, since clearly if practices first introduced because of liP start to become normalised within an organisation, then the effects attributed to liP may be felt to have faded even if its 'real' significance had not.

To assess the more longitudinal impacts of liP the questionnaire used in Year 1 underwent certain revisions. Specifically, these revisions covered¹:

- Mapping motivations of achieving the liP Standard to impacts felt as a result of liP.
- Changes in experience among liP employers during months 12-24 of recognition.
- Additionality by attempting to quantify training and financial impacts as a result of liP recognition.

2.3 Sampling process

The Year 2 survey involved telephone interviews with two distinct groups of liP customers:

- Employers recognised with liP for the first time in the period July 2011 to June 2012 ('Year 2 new recognitions').
- Employers that were newly recognised in the period July 2010 to June 2011 and took part in the first year of the survey.

The sample of Year 2 recognitions for the survey was drawn from liP Centres' own databases. A total of 1,068 newly-recognised contacts were supplied.² A census approach was adopted to try and achieve as many interviews as possible with these new recognitions, hence no quotas were set to achieve a particular profile of employers.

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

¹ Table A.3 in Appendix A covers these changes in more detail.

² Table A.1 in Appendix A contains a detailed breakdown of Year 2 new recognition population counts by country, sector, liP status and organisation size.

Of the 550 new recognitions that took part in the Year 1 study 513 (93 per cent) indicated that they were happy to be re-contacted for further research, and these employers were used as the sample for re-interviews for the Year 2 survey.³ Given the high proportion of those from Year 1 willing to be re-interviewed, there seems no reason to be concerned about potential selection bias (e.g. those more favourable to liP being more likely to be willing to be re-interviewed). Furthermore, the survey is routed to concentrate on the changes in experience and impacts felt from Year 1 to Year 2 among this group rather than the Year 2 experience per se.

2.4 Fieldwork

A pilot of the Year 2 questionnaire was conducted on 6th and 7th September 2012, focussing particularly on questions added since the Year 1 survey. Following this a small number of refinements were made to the questionnaire. The final Year 2 questionnaire is appended to this report.

The main stage of fieldwork took place from 11th September to 2nd November 2012. A total of 716 interviews were completed. Interviews were undertaken by telephone using Computer Assisted Telephone Interviewing (CATI) and all interviewing was conducted from IFF's telephone centre in London.

The average interview length for Year 2 new recognitions was approximately 23 minutes, and for re-contacted employers around 21 minutes.

A total of 429 interviews were completed with Year 2 new recognitions, representing a response rate of 44 per cent.⁴ Causes of non-response tended to relate to phones not being answered or the respondent not being available rather than outright refusals to the survey. Other than where a definite outcome occurred (an interview, refusal etc) all sample was called at least seven times, with an average try count for those where we were still trying to achieve an interview at the end of fieldwork being 11 calls.

A total of 287 interviews were completed with re-contacted employers from Year 1 at a response rate of 60 per cent. A higher response rate for this group of employers is to be expected given they had given their consent to be re-contacted.

³ Table A.2 in Appendix A shows the population profile of Year 1 new recognitions, along with the breakdowns of those for whom an interview was completed in Year 1 and those who agreed to be re-contacted in Year 2.

⁴ Table A.5 in Appendix A contains a more detailed breakdown of response rate.

Table 2.1 shows the profile of achieved interviews prior to weighting. The table also shows the statistical confidence of the data in these subgroups based on a survey result of 50 per cent (the worst case scenario from a reliability point of view). For example, a confidence interval of plus or minus six per cent shows that we can be 95 per cent confident that the ‘true value’ (if a census had been conducted rather than a survey of a selection of employers) for a finding of 50 per cent lies between 44 per cent and 56 per cent.

Table 2.1: Profile of achieved interviews in Year 2

	New recognitions		Re-interviews	
	Achieved	Confidence	Achieved	Confidence
Country				
England	255	±5.0 %	171	±6.4 %
Northern Ireland	45	±8.8 %	38	±11.5 %
Scotland	29	±12.6 %	16	±21.0 %
Wales	100	±6.1 %	62	±10.2 %
Size of area covered by liP				
Under 25	175	±5.4 %	138	±6.8 %
25-99	148	±6.0 %	105	±7.9 %
100+	106	±8.0 %	44	±13.1 %
TOTAL	429	±3.7 %	287	±4.8 %

Base: All new recognitions surveyed

Source: Un-weighted survey data. The confidence intervals are based on a survey result of 50 per cent (the worst case scenario from a reliability point of view), and take into account the relevant population (for re-interviews for example the overall number of new recognitions in Year 1).

2.5 Weighting

Weighting was applied to the Year 2 new recognition data to ensure that it provides as representative a picture as possible of the liP population: it was grossed up (by size within country) to our best estimates for the population of organisations achieving accreditation in the July 2011 to June 2012 period – a total of 1,068 organisations.

Weighting was also applied to the data collected from re-interviews with Year 1 new recognitions. This grossed the 287 interviews achieved up to the full population of new recognitions from Year 1 (a total of 927 organisations) on a size within country basis.

However, where we simply compare how the 287 re-interviewed respondents answered in Year 2 compared with Year 1, the data has been left un-weighted since it is the change in the proportion that is of interest not the figure per se, and not weighting the data means that all respondents count equally and results in a larger effective sample size.

For a full explanation of the sampling and weighting strategies for the survey see the Technical Appendix (Appendix A).

2.6 Population profile

The sample supplied by liP Centres represents the most comprehensive available information detailing the profile of employers who have been newly accredited with liP for the first time in the past year. Table 2.2 shows the proportion of newly-recognised accounts for Year 1 (between July 2010 and June 2011) and for Year 2 (between July 2011 and June 2012).

Table 2.2: Population profile of liP new recognitions by country and size

	Year 1	Year 2
	%	%
Country		
England	65	73
Northern Ireland	9	7
Scotland	6	5
Wales	20	15
Size of organisation		
Under 25	43	35
25-49	21	15
50-99	14	15
100-249	12	16
250+	10	18

Base: All newly-recognised accounts between July 2010-June 2011 and July 2011-June 2012.

Source: liP MI data for Year 1, and liP centre data excluding cases called where respondent ineligible for Year 2

The data suggests an increase in the proportion of recent new recognitions across the UK based in England (from 65 per cent in Year 1 to 73 per cent in Year 2) and fewer in Wales (from 20 per cent in Year 1 to 15 per cent in Year 2). In terms of workplace size, the liP management information has seen a significant increase in larger employers with 250 or more staff (18 per cent from 10 per cent in Year 1).

It is worth noting that the size profile of new recognitions varied widely by geography. Year 2 new recognitions in Wales were much smaller than average: two thirds (66 per cent) had fewer than 25 staff, compared with just under half in Northern Ireland (47 per cent) and Scotland (44 per cent), and just over a quarter in England (27 per cent). Within England there were also differences by broad region, with Year 2 new recognitions in the North significantly more likely to be small employers with fewer than 25 staff (42 per cent) than those in the Midlands (17 per cent) or the South (24 per cent).

The sector profile of new recognitions, based on survey data, is shown in the following table. The high response rates achieved for the survey means we can be reasonably confident that the sector profile recorded in the survey reflects that of the population of all new recognitions. Compared with Year 1, recent (Year 2) new recognitions were significantly less likely to operate in Construction, and appeared more likely (by three percentage points) to operate in ICT or in Finance and professional services.

Table 2.3: Survey profile by sector (new recognitions)

	Year 1	Year 2
	%	%
Farming, forestry and fishing	1	1
Energy and utilities	2	2
Manufacturing	6	4
Construction	12	6
Wholesale and retail trade	4	3
Transportation and storage	1	3
Accommodation, food and tourism	6	6
ICT	1	4
Creative media and entertainment	2	2
Finance and professional services	14	17
Real estate and facilities management	3	4
Government	4	5
Education	16	16
Health	7	8
Care	16	16
Other	5	4

Base: All new recognitions (un-weighted 550 in Year 1, 429 in Year 2)

Source: Survey (weighted data for per cent figures) – QF4 “What is the main activity of your organisation?” Prompted list.

Table 2.4 outlines the survey profile of newly-accredited employers by type of organisation. Around two-thirds of Year 2 new recognitions were private sector firms (64 per cent), with the remainder slightly more likely to be third sector (21 per cent) than public sector organisations (15 per cent). This is no significant change from the profile in Year 1.

Table 2.4: Survey profile by type (new recognitions)

	Year 1	Year 2
	%	%
Mainly seeking to make a profit	66	64
Charity/Voluntary	18	21
Government / public sector	15	15

Base: All new recognitions (un-weighted 550 in Year 1, 429 in Year 2)

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

In 2009 liP launched its "New Choices" scheme, which recognises further achievement in liP criteria by allowing employers to receive "Bronze", "Silver", "Gold" or "Champion" level recognition. Results show a very marked increase in higher level recognition attained, up from nine per cent in Year 1 to 30 per cent among more recent (Year 2) new recognitions.

Table 2.5: Level of liP accreditation attained (new recognitions)

	Year 1	Year 2
	%	%
Standard	91	70
Higher	9	30
<i>Bronze</i>	5	13
<i>Silver</i>	2	9
<i>Gold</i>	1	8
<i>Champion</i>	-	*

Base: All new recognitions (un-weighted 550 in Year 1, 429 in Year 2)

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

It is possible for an organisation as a whole to be accredited with liP, 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 liP. Table 2.6 shows that most employers (80 per cent) were referring to their organisation as a whole, but a fifth were referring to part of the organisation, usually a single site (13 per cent) but sometimes a department (four per cent). The differences shown from Year 1 to Year 2 are not statistically significant.

Table 2.6: Area of organisation accredited with liP (new recognitions)

	Year 1	Year 2
	%	%
Whole organisation	84	80
This site	9	13
This department	3	4
Multiple sites but not whole organisation	2	2
Other / Don't know	2	1

Base: All new recognitions (un-weighted 550 in Year 1, 429 in Year 2)

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

2.7 The report structure

This report details findings from both Year 1 and Year 2 of the survey, and covers:

- The Road to Recognition (Chapter 3), which looks at employer reasons for becoming involved with liP, the extent of and views regarding dealings with liP specialists while working towards recognition and subsequently, and views of the assessment process;
- The Distance travelled in achieving liP recognition (Chapter 4) which looks at the overall extent of changes required to achieve liP, and the extent to which various policies and practices were introduced or improved because of liP;
- The impact of liP organisations looking particularly at its impact of workforce development and HR related issues, covering new recognitions (Chapter 5) and re-contacted employers (Chapter 6);
- Employers' overall satisfaction with liP, views on its value for money, the likelihood that employers will recommend liP, improvements desired, and the likelihood that employers will renew their recognition (Chapter 7). This chapter also examines perceptions of the "New Choices" wraparound;
- Conclusions from the research and recommendations going forward (Chapter 8);
- Correlation analysis undertaken on the combined Year 1 and Year 2 survey data, examining the increases to profit or sales since or as a result of liP and the improvements to training as a result of liP (Appendix B).

The appendices provide further details about the survey method as well as the Year 2 questionnaire.

2.8 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 liP. This survey covers the views of employers who have successfully gained their accreditation and as such may have a more positive view of liP than those who were not successful or who abandoned liP before reaching the assessment stage.

2.9 Reporting conventions

Throughout this report, 'employer', 'business' or 'organisation' refer to the part of the organisation accredited with liP. Where the data has been analysed by 'size' this is based on the number of employees within the part of the organisation accredited with liP. 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 liP centre footprints:

- 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," or higher level of award.

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

Where we discuss statistical significant differences these have been calculated using a 95 per cent confidence level.

We refer to the current wave of research (conducted in September to early November 2012 as Year 2), and that conducted from August to October 2011 among 550 new recognitions and 450 renewals as Year 1 of the research.

In Year 2 part of the survey involved re-interviewing new recognitions from Year 1. We often refer to these as re-contacted or re-interviewed employers.

Results within tables based on sub-groups of fewer than 25 respondents have not been shown.

3 The Road to Recognition

Chapter Summary

Employers hoped to achieve a wide range of benefits through working towards and achieving liP. The main *internal* benefits sought (i.e. relating to management and staff practices) were improving the quality of leadership skills (mentioned by 90 per cent), and improvements in management practices (82 per cent), training practices (81 per cent), the ability of staff to do their jobs (81 per cent) and staff commitment (79 per cent). The main *external* benefit sought was increasing customer satisfaction (85 per cent), though around three-quarters mentioned more concrete commercial benefits such as gaining a competitive advantage and attracting new clients / bringing in more work, and around seven in ten private sector firms hoped it would lead to increased sales and / or profits. These advantages affecting the 'bottom line' were particularly sought by small employers with fewer than 25 staff.

Employers are continuing to value the support of liP specialists: while working towards recognition 95 per cent in Year 2 dealt with an liP specialist (compared to 94 per cent in Year 1), and satisfaction with the content, frequency and level of advice and support was high (85-87 per cent very satisfied with each aspect). As in Year 1 satisfaction was a little lower for the specialist's explanation of the benefits of liP (80 per cent very satisfied): results suggest more should continue to be done to develop this important area, particularly for medium and large firms. Most had dealings with a specialist at least once a month (though more frequently in the North of England and for Health and Care sector employers): results suggest slightly more frequent contact this year than last. An indication of the importance attached to the support of liP specialists is that 85 per cent of those with dealings agreed that they relied on the advice of the specialist to achieve recognition (and 56 per cent agreed strongly).

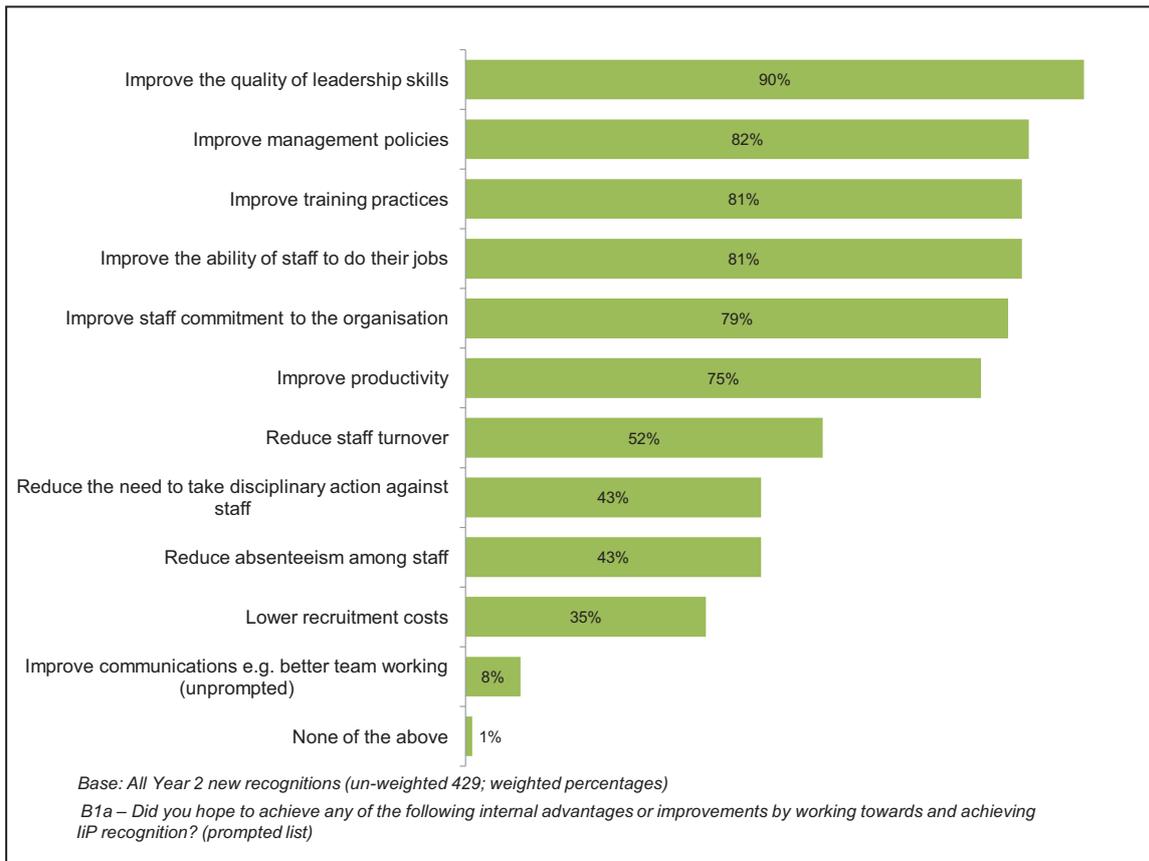
For most employers however, the relationship with the liP specialist did not continue after achieving recognition: only just over a third had had any contact in the second year after recognition. More than a third of those not having any dealings in this period (equivalent to a quarter of employers in the second year following recognition) felt contact would have been useful. More should be done to maintain and develop the relationship both because these employers often say the issue on which they would like contact is renewal and because, as discussed later, contact with a specialist leads to higher overall satisfaction and likelihood to renew.

3.1 Reasons for initial engagement with liP

In order to assess employer views of the impact of Investors in People, it is important to understand employers' motivations for pursuing accreditation and establish what benefits were expected and the extent to which these were realised. Understanding the reasons for involvement of recent employers also provides an indication of the type of support and assistance they may be seeking in their journey to achieving recognition. To this end new recognition employers in Year 2 were asked what they hoped to achieve by working towards and gaining liP recognition. This was asked as a prompted question with a list of potential business advantages read out to respondents. This year, responses were divided into internal business advantages (such as improving productivity, reducing staff turnover, and improving management policies) and external ones (such as attracting new clients, increasing customer satisfaction, or gaining a competitive advantage). This question change aligned the prompted list of business motivations that organisations may have had in choosing to work towards liP with the list used in the later questions asking about business improvements that may have resulted from liP.

Results for the *internal* advantages for the business that employers hoped to gain by working towards and achieving liP are shown on Figure 3.1. Nine in ten hoped that liP would improve the quality of their leadership skills (90 per cent), while around four in five hoped it would improve their management policies (82 per cent), training practices (81 per cent), the ability of staff to do their jobs (81 per cent) and staff commitment to the organisation (79 per cent). Around three quarters hoped to improve productivity through liP (75 per cent). Far less influential, though still a factor for a third to a half of employers were such factors as reducing staff turnover (52 per cent), absenteeism (43 per cent), or recruitment costs (35 per cent).

Figure 3.1: Internal business advantages that influenced the initial decision to work towards liP (prompted)



There was some variation in the motivations of different types of business. Private sector organisations were significantly more likely to be influenced by the desire to improve productivity (79 per cent compared with just over two thirds of charity / voluntary sector and public sector bodies) and to reduce staff turnover (59 per cent compared to 47 per cent among charities and only 32 per cent of public sector organisations).

By specific sector, Manufacturing and Construction sector employers showed most notable variation from the averages shown in Figure 3.1, placing particular importance on improving management policies (92 per cent), improving the ability of staff to do their jobs (91 per cent) and reducing staff turnover (76 per cent).

By employer size, smaller businesses with fewer than 25 employees were more likely to have wanted liP to improve their management policies (86 per cent compared with 71 per cent of employers with over 100 employees) and to improve productivity (81 per cent compared to 66 per cent of employers with over 100 employees). Medium sized organisations with between 25 and 99 staff were significantly more likely than average to have a focus on improving their leadership skills (95 per cent), management policies (90 per cent), training practices (89 per cent) and staff commitment (83 per cent, the same figure as found among large businesses with 100 plus staff).

By country, differences were relatively few, though employers in Northern Ireland were particularly likely to mention wanting to improve the ability of staff to do their job (93 per cent) and to improve productivity (88 per cent, the figure was also high in Scotland on this measure at 87 per cent). There were no significant differences by region within England.

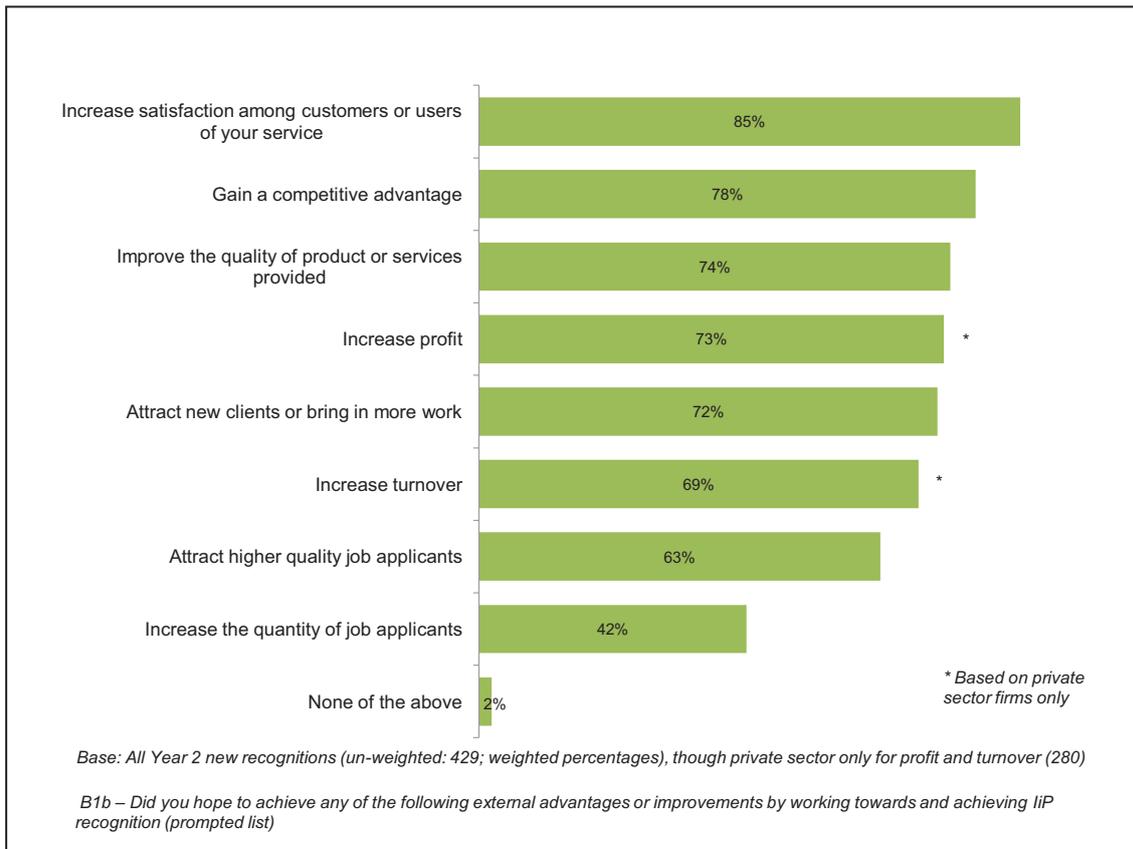
Those who had made minimal changes to reach the liP standard were slightly less likely than average to mention each of the internal motivations which led to organisations engaging with liP; the difference was significant in regard to improving productivity (70 per cent, compared to 81 per cent among those who had made more substantial changes to achieve the standard). Those new recognitions which had made a lot of changes to reach the liP standard seemed to be more motivated than others by a desire to improve both the ability of staff to do their jobs and staff collaboration, although these findings should be treated indicatively due to the low base size of this group (44). More than nine in ten (93 per cent) of these new recognitions mentioned a desire to improve the ability of staff to do their jobs, compared to 81 per cent overall, while one-fifth (20 per cent) pro-actively mentioned improving communications, compared to eight per cent overall.

It is also interesting that new recognition employers that achieved the standard level of recognition were significantly more likely to be motivated by wanting liP to help increase the ability of staff to do their jobs (85 per cent), than those achieving the higher level award (73 per cent). Standard-level new recognitions also had greater motivations for liP to help improve productivity (78 per cent) than higher level employers (68 per cent). For those who achieved a higher award, although not quite significant, the data indicates that attracting higher quality job applicants (an external motivation) was particularly appealing for these employers, with 70 per cent stating this was a motivation, compared to 60 per cent of those who achieved the standard level.

There is also a distinction across organisations depending on the staff member who was the main liaison during liP recognition. Organisations where Managing Directors were the main liP lead were more likely to mention improving the quality of leadership skills (93 per cent), improving management practices (88 per cent) and improving training practices (84 per cent) as motivations to engage with liP than organisations where HR directors were the lead (85 per cent, 66 per cent, and 70 per cent respectively). Organisations where HR or other directors were the main liP lead meanwhile appeared more motivated by the desire to improve communications (16 per cent compared to eight per cent).

Figure 3.2 shows results in terms of *external*, client-facing business benefits employers hoped to achieve through liP recognition. The vast majority of employers hoped to increase satisfaction among customers or users of their service (85 per cent, though this was mentioned by nearly all Manufacturing and Construction sector employers (97 per cent)). Around three-quarters of new recognitions wanted to gain a competitive advantage (78 per cent) or hoped liP recognition would attract new clients and bring in more work (72 per cent), and a similar proportion of private sector firms hoped it would increase profit (73 per cent) and turnover (69 per cent). Employers were more likely to be motivated by the desire for a higher quality of job applicant (63 per cent) than an increased number of applicants (42 per cent), though both appear to be somewhat secondary motivations.

Figure 3.2: External business advantages that influenced the initial decision to work towards IIP (prompted)



External motivations differed widely by type of employer, as shown in Table 3.1 overleaf.

By size, small employers with fewer than 25 staff were more influenced than average by the bottom line and particularly wanted to gain a competitive advantage (85 per cent compared to 77 per cent of businesses with 50+ employees) and / or attracting new clients (83 per cent compared to 69 per cent of businesses with 50+ employees) and to increase turnover (75 per cent of small private sector firms) and profit (78 per cent of small private sector firms).

Public sector organisations / government bodies were as motivated as other employers by increasing customer satisfaction and improving the quality of their services, but far less influenced by all the other external factors. One might expect the proportion of public sector employers that hoped to gain a competitive advantage (50 per cent) to be lower than the figure captured. However, a sizeable number of these employers were academic institutions such as schools and colleges which might find themselves competing with similar organisations to acquire the best staff and pupils. Responses among charities and voluntary sector bodies tended to be similar to private sector firms.

By sector:

- Those in the Health and Care sector were significantly more likely than average to be motivated by improving the quality of their services, and hoping it would bring them more clients (each 83 per cent)
- Business services employers were also more likely than average to be motivated by hoping it would bring them more clients (each 84 per cent)
- Those in Manufacturing and Construction were particularly likely to mention the possibility of increasing profit as a motivation for achieving liP (80 per cent, compared to an average of 73 per cent).

There was little systematic difference in external motivations by country or English region.

As with internal motivations, those who made minimal changes were less likely to mention each of the external benefits as motivations for engaging with liP, and significantly fewer mentioned developing products or services as a reason for their involvement (70 per cent compared against 81 per cent among those making more changes to reach the standard).

Later we look at the benefits gained through involvement in liP and the extent to which these differ by their initial motivations for involvement.

Table 3.1: External business advantages that influenced the initial decision to work towards liP (prompted) by subgroup

Row percentages	Base (Weighted)	Increase customer satisfaction	Gain a competitive advantage	Improve the quality of products or services	Increase profit (NB base: 280)	Attract new clients / bring in more work	Increase turnover (NB base: 280)	Attract higher quality job applicants	Increase quantity of job applicants
Sector									
Manufacturing & Construction	47	97%	77%	77%	80%	80%	70%	61%	48%
Trade, Transport & Accommodation	52	80%	80%	75%	72%	61%	71%	59%	34%
Business & other services	117	85%	84%	69%	72%	84%	72%	71%	43%
Government & Education	82	87%	62%	72%	69%	55%	51%	51%	28%
Health & Care	102	85%	85%	83%	68%	83%	69%	68%	53%
Company Type									
Private	280	86%	84%	74%	73%	78%	69%	68%	46%
Charity / Voluntary	92	83%	80%	73%	-	77%	-	61%	41%
Government body	57	84%	50%	74%	-	41%	-	46%	25%
Size of organisation									
1 – 24	175	90%	85%	75%	78%	83%	75%	58%	37%
25 - 49	87	84%	64%	81%	73%	58%	61%	50%	37%
50+ staff	167	82%	77%	71%	68%	69%	65%	71%	48%
Total	429	85%	78%	74%	73%	72%	69%	63%	42%

Base: All Year 2 new recognitions (un-weighted: 429; weighted percentages), though private sector only for profit and turnover (280). By sector results for Primary services & utilities are not shown because of the low base size (9 respondents un-weighted)

Source: Survey (weighted data) B1b “And now turning to the external business advantages or improvements that liP may bring, did you hope to achieve any of the following by working towards and achieving liP recognition?”

3.2 Contact with the liP specialist

Throughout the liP accreditation process, senior HR staff within companies seeking (re-) recognition are encouraged to liaise with an liP specialist in order to assist their development towards recognition or renewal. An initial planning 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 liP process can be specifically tailored for them.

This section looks at the extent of support received by employers during and after the accreditation process, looking particularly at their dealings with liP specialists while working to achieve accreditation. Most of the chapter is based on new recognitions in Year 2 (and comparing results to those in Year 1) but we also look at re-interviewed employers examining the extent of their dealings with liP specialists in the second year after becoming newly accredited.

There was a wide variety in the frequency of contact with the liP specialist although three-fifths of those with dealings had contact with their liP specialist at least monthly (64 per cent). Satisfaction with the liP specialists and the advice received was generally very high.

The vast majority of Year 2 new recognitions said that when they first committed to liP they had an initial meeting with an liP specialist (91 per cent, almost identical to the proportion in Year 1 (90 per cent)).

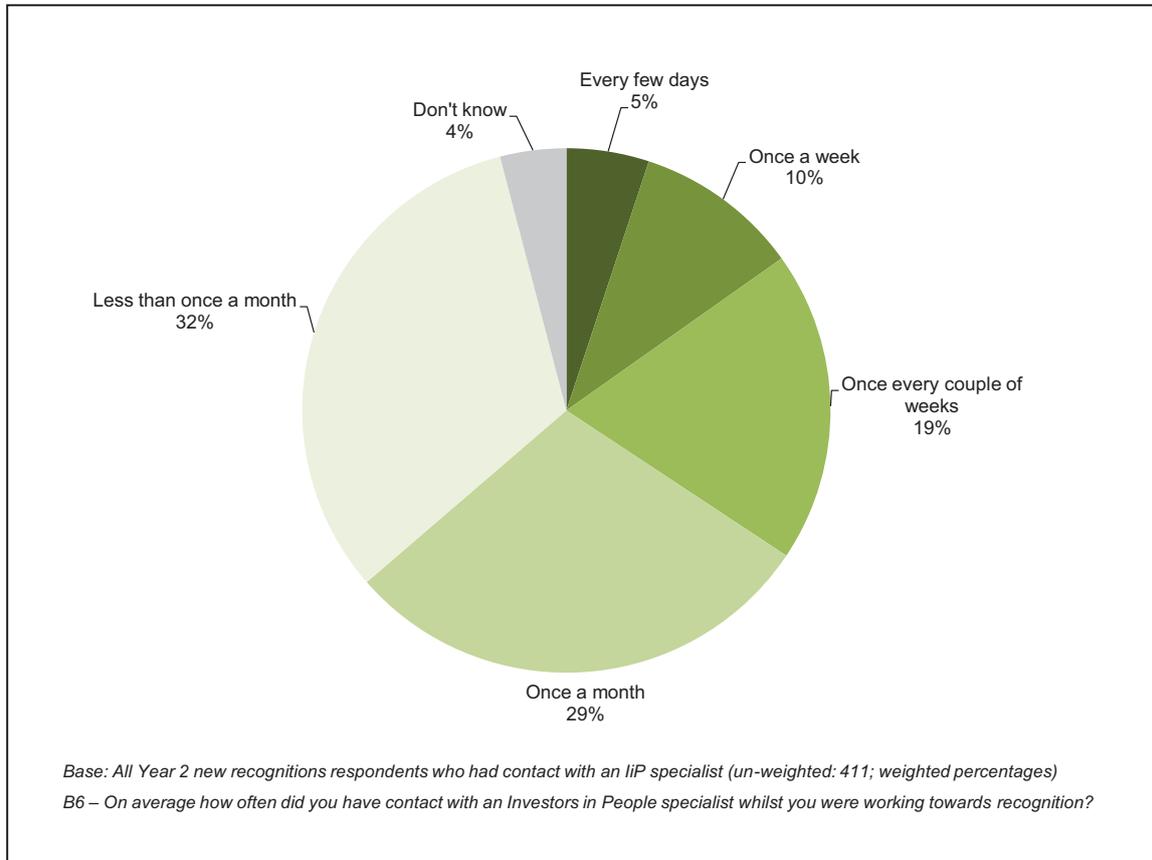
This initial meeting was more common among small and medium sized businesses (94 per cent of those with fewer than 25 staff and 93 per cent of those with 25-99 employees) than larger businesses (85 per cent), and also more common among public sector bodies (97 per cent) than private sector firms (89 per cent). Those in England were less likely to report having had an initial meeting (89 per cent, compared with all respondents in Scotland (100 per cent), 98 per cent in Northern Ireland and 94 per cent in Wales. There were no significant differences by England region.

As found last year, employers who met an liP specialist at the beginning of the assessment process found this meeting very helpful: on a scale of one to ten with ten being 'extremely helpful', the mean score was 8.7 (which is an identical score to that found among new recognitions in Year 1). Public sector organisations and charities gave a slightly higher mean score (9.0) on average. Only three per cent were indifferent or found this meeting unhelpful in assisting them to understand what they needed to do to achieve liP recognition (a score of one to five): this was the same proportion as found in Year 1. In contrast to 2011, there were no national or regional differences found in the level or helpfulness of contact with liP specialists.

Over the course of working towards liP, only three per cent of new recognitions indicated that they had no contact whatsoever with an liP specialist, though an additional two per cent were unsure. This is slightly lower than the figure reported among Year 1 new recognitions (six per cent had no contact or were unsure).

Figure 3.3 shows the frequency which those having any contact had dealings with their liP specialist while working towards recognition. Around two-thirds (64 per cent) of Year 2 new recognitions had contact with an liP specialist at least once a month, with 15 per cent having contact on a weekly or more frequent basis. Around three in ten (32 per cent) were in contact with their specialist less than once a month. There are some indications of increased regularity of contact compared with Year 1: the proportion in Year 2 seen once a week or more often (15 per cent) was higher than found in Year 1 (10 per cent), while the proportion seen once a month or less often had fallen from 69 per cent in Year 1 to 62 per cent in Year 2).

Figure 3.3: Frequency of contact with an liP specialist (among those having dealings)



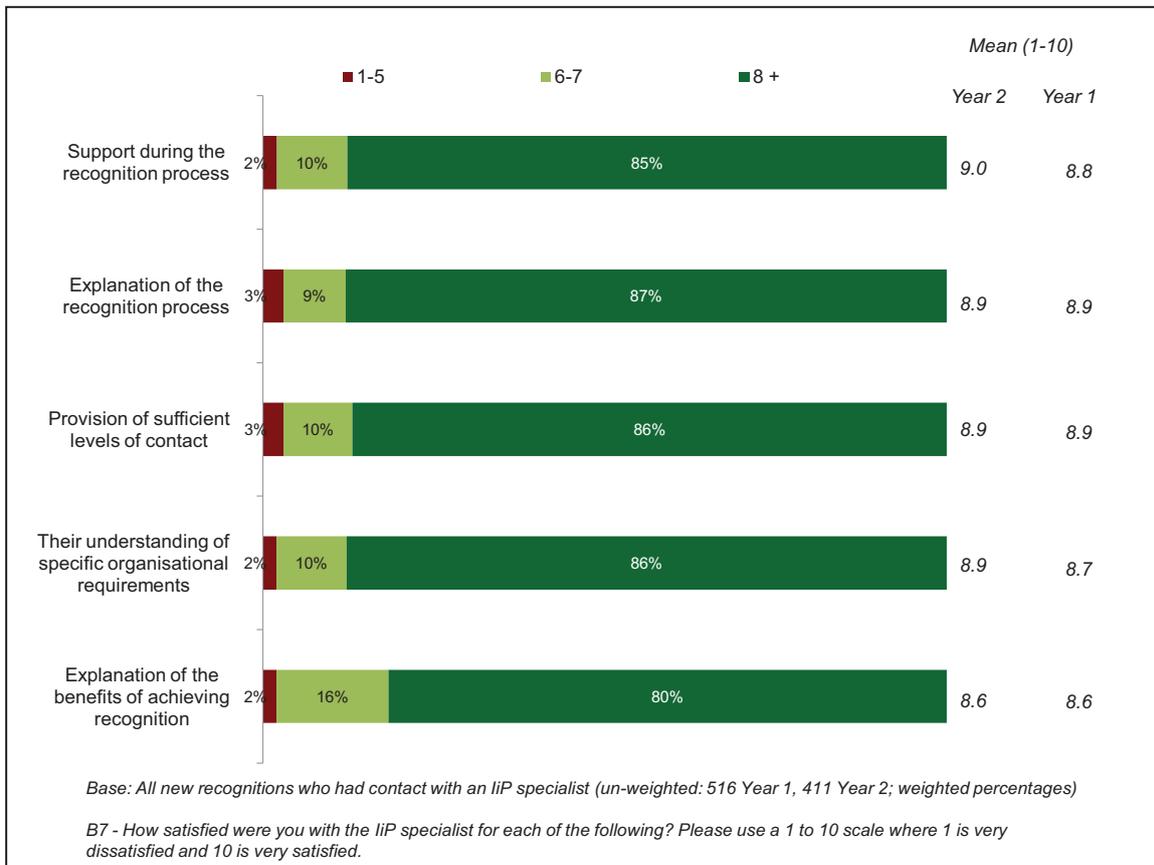
Differences by country were relatively slight: those in Scotland seeing a specialist were most likely to report seeing them more often than once a month (38 per cent, compared with only 27 per cent in Wales though because of relatively low base sizes these differences are not statistically significant). In England those in the North seeing an liP specialist were significantly more likely than those in the South to have more-than-monthly meetings (45 per cent compared to 29 per cent respectively; in the Midlands the figure was 35 per cent).

Health and Care sector employers seeing an liP specialist were significantly more likely than average to have regular (more-than-monthly) contact (52 per cent, significantly higher than found for Manufacturing / Construction (18 per cent), Government / Education (24 per cent) and Business and other services (33 per cent)). The research did not examine the reason for the frequency of contact – further research would be needed to understand why employers in different sectors have very varying patterns of interaction with liP specialists.

3.3 Satisfaction with support from the liP specialist

The vast majority of new recognitions in Year 2 had dealings with an liP specialist whilst going through the recognition process (95 per cent). These employers were asked how satisfied they were in relation to different aspects of the role of the specialist (shown on Figure 3.4). Results are presented showing those negative or indifferent (a score of 1-5 on the ten point scale), those reasonably satisfied (a score of 6-7) and those very satisfied (a score of 8-10). Mean score results are shown, with comparisons to Year 1.

Figure 3.4: Satisfaction with the liP specialist on various aspects of their role



Overall a majority of newly recognised employers were very satisfied (a score of eight or more out of ten) with the specialist’s explanation of the recognition process and what would be required to achieve liP (87 per cent), their understanding of the specific requirements of the employers’ organisation (86 per cent), the support offered through the recognition process (85 per cent), and providing sufficient levels of contact (86 per cent). The mean scores were in the 8.9 - 9.0 range (on the 1-10 scale), a little more positive than found in Year 1 when the range was 8.7 - 8.9.

As in Year 1, results for the liP specialist's explanation of the benefits of achieving recognition were slightly less positive, but were still reasonably high overall, 80 per cent were very satisfied and the mean score was 8.6 (as it was in Year 1). Smaller employers were more satisfied with the explanation of the benefits of achieving recognition than larger employers (the mean score for businesses with fewer than 50 staff was 8.8 compared with 8.5 for organisations with over 50 staff). These results therefore suggest more needs to be done to sell the benefits of liP to medium and large businesses or that perhaps the expectations of liP benefits were slightly higher among these organisations.

As might be expected, views were more positive where the frequency of contact was higher than average. For the support provided, 92 per cent of employers who had contact with an liP specialist at least once a month while working towards recognition were very satisfied (scores of 8-10), compared to 75 per cent of those who saw their liP specialist less than once a month. The pattern was similar with regards to satisfaction about the level of contact provided: 91 per cent of those with contact at least once a month were very satisfied compared with 78 per cent among those having less frequent dealings.

There was noticeable regional variation within England, with organisations from the North being much more satisfied with each aspect of their liP specialist than organisations elsewhere in England (see Table 3.2). This result is similar to Year 1 and is likely to link in to employers having more frequent contact with liP specialists in this region. For example, organisations in the North gave a mean satisfaction score of 9.3 for the support offered by their liP specialist during the recognition process (compared to 8.8 in the Midlands and 9.1 in the South). There were no significant differences by country.

Table 3.2: Satisfaction with liP specialists (new recognitions) showing mean scores (1-10) overall and by English region

	UK	England	North	Midlands	South
<i>Base</i>	411	240	81	86	72
Support during the recognition process	9.0	9.0	9.3	8.8	9.1
Explanation of the process	8.9	8.9	9.2	8.7	8.8
Provision of sufficient levels of contact	8.9	8.9	9.2	8.8	8.9
Their understanding of the specific organisational requirements	8.9	9.0	9.2	8.9	8.8
Explanation of the benefits of achieving recognition	8.6	8.6	8.9	8.5	8.3

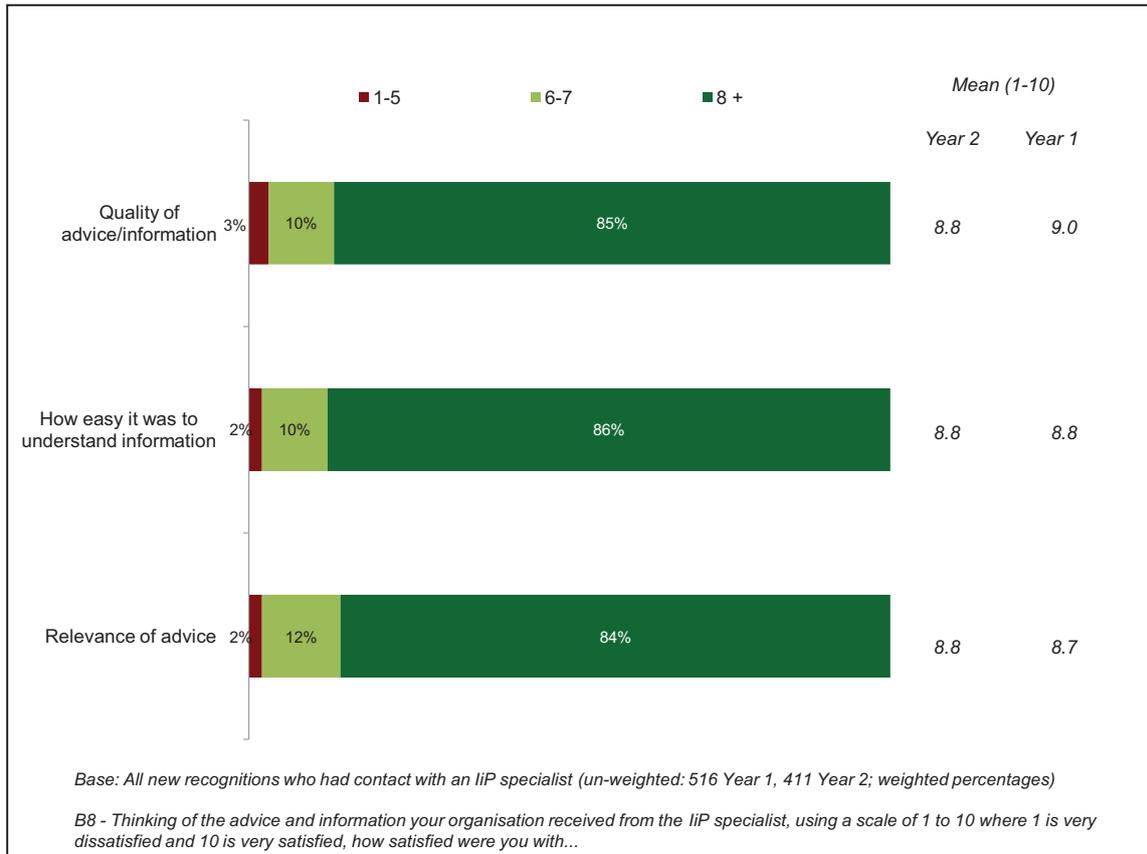
Base: All Year 2 new recognitions dealing with an liP specialist (un-weighted: 411; weighted means)

Source: Survey (weighted data) B7 How satisfied were you with the liP specialist for each of the following? Please use a 1 to 10 scale where 1 is very dissatisfied and 10 is very satisfied.

In contrast to the results found in Year 1 where employers operating in the private sector were less positive than public sector employers, satisfaction was not significantly different in Year 2 among these two groups.

Employers were also asked how satisfied they were with the quality and relevance of the advice and information that they had been provided with by the adviser, as well as how easy it was to understand the advice or information. As shown in Figure 3.5, most employers were very satisfied with the quality, relevance and clarity of the advice and information they had received from their liP specialist, with each aspect being given a mean satisfaction score of 8.8 out of ten. Results are comparable to Year 1 (when the means ranged from 8.7 to 9.0).

Figure 3.5: Satisfaction with advice and information from their liP adviser



There were relatively few differences by sub-group, though once more, employers in the North were more positive than average on all three measures (for example new recognition employers in the North gave a mean satisfaction score of 9.1 for the quality of their specialist's advice compared with 8.6 among those in the Midlands and 8.9 among those in the South), as were those in Health and Care (9.2 for the quality of advice and 9.0 for the relevance of advice).

Employers expressing dissatisfaction with any aspect of the advice or information they received were asked how it could have been improved. The responses tended to focus around the need for the advice and support to be better tailored towards the organisation, for more contact with the liP specialist, and for the specialist to improve the clarity of their advice by using less jargon, as illustrated in the following verbatim comments:

"More awareness of us as an individual organisation- more adaptability to work with us- we are very different to other organisations. The lady that we worked with at the end (due to a change in specialist) listened to us and worked with us to make sure what we were saying was put into effect"

"Just remove the jargon and talk in real life terms, not quotes out of a book. I think it needs to be tailored to the organisation, whether they need a little or a lot of support and advice"

"There should have been more contact...more targeted support or advice for areas we needed to improve upon"

As an overall measure of the importance of the advice and information given by the liP specialist, employers were asked the extent to which they relied on the advice of the liP specialist to achieve recognition. The vast majority (85 per cent) said they did rely on the advice to achieve recognition, with 56 per cent agreeing strongly. The rest were relatively evenly split between those who felt they did not rely on the specialist (seven per cent) and those that were neutral or unsure (eight per cent). Clearly results suggest that the quality of the advice and support being provided by liP specialists is highly regarded both for its quality but also for its impact and importance.

Unsurprisingly, employers with a higher level of contact with their liP specialist were far more likely to rely on the advice of their liP specialist to achieve liP recognition: 92 per cent of those dealing with their liP specialist at least once a month said they relied on this advice compared to 72 per cent of those with less frequent contact. This difference appeared to be driven by the higher proportion that agreed strongly with this statement: 65 per cent of those dealing with their liP specialist at least once a month agreed strongly that they relied on the advice of their specialist compared to 43 per cent of those with less frequent contact.

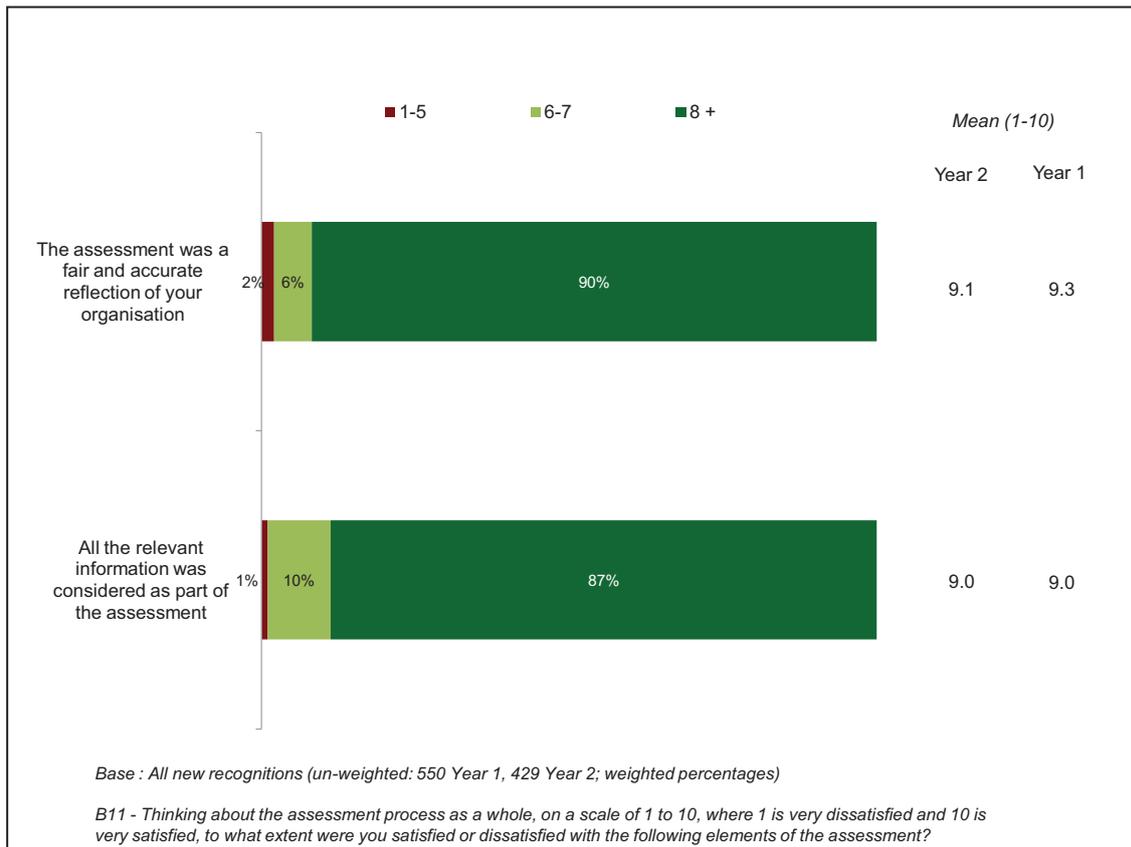
There were no significant differences by English region, though results suggest that employers in Wales and Northern Ireland were particularly reliant on their adviser (67 per cent and 69 per cent respectively agreed strongly that they relied on their adviser to achieve recognition, compared to 54 per cent of employers in England and 44 per cent of employers in Scotland). There were some differences by sector, with those in the Health and Care sector particularly reliant on their liP specialist (66 per cent agreeing strongly), significantly higher than Business and other services employers (50 per cent).

Reflecting less 'distance travelled', employers who had had to make minimal changes to achieve liP recognition were less likely to rely strongly on their liP advisor (49 per cent) than those who had to make more substantial changes (68 per cent).

3.4 Satisfaction with the assessment process among new recognitions

In order to understand how employers viewed the assessment process, new recognitions were asked how satisfied they were with whether the relevant information was considered in the assessment and whether the report was a fair and accurate reflection of their company. Results are shown on Figure 3.6.

Figure 3.6: Satisfaction with the IIP assessment



The vast majority of Year 2 new recognition employers were very satisfied (gave a score of 8 plus) that the assessment was fair and accurate (90 per cent) and that all of the relevant information was considered as part of the assessment (87 per cent); the mean satisfaction for each was 9.1 and 9.0 respectively on a 1-10 scale, comparable with Year 1.

There was little variation in satisfaction of these elements between private sector, public sector and charities, or by the size of the organisation. There was some regional variation with employers in the North particularly positive, for example with a mean of 9.4 in relation to having higher a fair and accurate assessment. Those in the South were the least positive on both measures (8.9 for a fair and accurate assessment, and 8.7 for all the relevant information being considered).

3.5 Communication with liP specialists in the second year after recognition

Of those who were in their second year of accreditation (Year 1 new recognition employers re-interviewed in Year 2) just over a third (36 per cent) had had contact with their liP specialist in the previous 12 months (covering an liP Advisor, Assessor or liP Centre staff). The larger the employer, the more likely they were to have had recent dealings with an liP specialist. Just under half (47 per cent) of businesses with over 100 employees saw their contact in the last 12 months, compared with 28 per cent of those with under 25 employees. Those in the South of England were most likely to have had contact with their specialist in the last 12 months (55 per cent), compared with 22 per cent in the North and 32 per cent in the Midlands. Results also *suggest* that private sector firms were more likely than third sector or public sector organisations (by around 10 percentage points, this difference not statistically significant) to have seen a specialist in the second year following recognition.

As of 1 April 2012, any organisation that has met the requirements of the Standard is required to undertake an interaction with its specialist within 18 months of the organisation formally achieving or maintaining its accreditation.

All re-contacted employers gained their liP accreditation over a year before the second survey, however not all would have reached the 18 month point when a formal interaction with the liP specialist is required. A minority of those having dealings with an liP specialist in the second year post recognition said this was part of a formal '18 month interaction' with the liP specialist (35 per cent), in addition 12 per cent were unsure.

Two-thirds of re-interviewed employers who had contact with an liP specialist in the last 12 months had had contact only once or twice in that time (69 per cent), with most of the remainder (21 per cent of these employers) seeing the adviser once every few months. Larger organisations having contact with advisers were particularly likely to see a specialist regularly: 11 per cent of those with over 50 employees had seen them a few times a week over the last 12 months, while none of the smaller organisations had seen an liP specialist with this frequency. Organisations with fewer than 50 staff were much less likely to have seen their specialist (77 per cent saw their liP specialist just once or twice compared with 57 per cent of larger organisations).

Contact with their specialist in the second year following recognition covered a variety of things, most commonly how they could improve further as a business (31 per cent), how they had progressed with the recommendations or action plan created in the initial recognition (30 per cent), making queries about their status (21 per cent) or getting further information about a certain area of the standard (22 per cent).

Around six in ten re-contacted employers had not had contact with an liP specialist in Year 2 (59 per cent). Just over a third (36 per cent) of these employers (equivalent to almost a quarter (23 per cent) of all re-contacted employers) said this would have been useful. This did not vary significantly by type of employer, size or geography.

These businesses were then asked what they would have liked their contact with the liP specialist to have covered. Their answers can be seen in Table 3.3, which also shows the issues that were actually discussed with those who had had contact.

Table 3.3: Dealings had and desired with liP specialists in the previous 12 months (re-interviewed employers)

	Dealings had	Dealings would have liked
<i>Base</i>	97	68
	%	%
To investigate how to improve further	31	48
To discuss progress made with the recommendations or action plan created in the initial recognition	30	28
To get further information about a certain area of the Standard	22	12
A query about their status	21	8
To ask about the renewal process	9	24
A full assessment (to renew liP status)	5	3
To ask about liP events or workshops	2	5
To look into training employees as specialists	1	-
Other	2	2
Don't know / can't remember	7	4

Base: re-interviewed employers having dealings with an liP specialist in the last 12 months (un-weighted: 97; weighted percentages) and those that would have liked dealings (68)

Source: Survey (weighted data) B9e "[IF HAD CONTACT] And what has this contact with the liP specialist in the last 12 months been about?" [IF WOULD HAVE LIKED CONTACT]: And what would you have liked to have discussed with the liP specialist?]

These re-interviewed employers who had had no contact with an liP specialist over the preceding 12 months placed particular emphasis on wanting to see how they could develop and improve (48 per cent) and many wanted to ask about the renewal process (24 per cent). Both represent areas of potential demand for future or enhanced involvement with liP, and if unmet could reduce uptake of the Standard. The relatively high proportion wanting but not having contact with an liP specialist in their second year following recognition, and the fact this desired contact centres on such key areas, suggests more work should be done to build the working relationship with employers following their initial recognition

This is particularly so because re-interviewed employers in contact with an liP specialist over the last 12 months were very satisfied with their most recent dealings. For each of the following measures assessed the mean score was 8.6 - 8.9 on a 1-10 scale, 75 per cent to 84 per cent were very satisfied (a score of 8 or higher), and just four per cent or fewer were negative or indifferent (giving a score of 5 or lower): their understanding of the employer's requirements (a mean of 8.9), how easy it was to understand the information or advice provided (8.9), the quality of the information or advice (8.8), its relevance (8.7) and the level of detail required (8.6).

3.6 Conclusions

This chapter reports on the reasons why employers have engaged with liP, and thus provides important intelligence on the marketing messages that are likely to help increase levels of employer engagement. Motivations are many and varied, without any single reason dominating, but the vast majority of employers were seeking to improve their leadership skills and management practices, the ability of their staff to do their job, and thereby the service they deliver to customers through their involvement with liP. These factors were the most common motivations across employers as a whole - there were though different emphases for different types of employer. Private sector employers, for example, placed particular emphasis on liP improving productivity and reducing staff turnover, and small organisations place high importance relative to other employers on liP improving their management practices and it leading to an increase in productivity.

The vast majority of new recognition employers had dealings with an liP specialist both when they first committed to liP and then during the course of working towards recognition. (There were some differences by geography in the level and nature of contact, which is likely to reflect differing implementation of liP across the UK nations and different funding arrangements). Satisfaction with the level and nature of support provided by liP specialists while working towards achieving recognition is very high, and most employers say they relied on the support the specialist provided in order to achieve the Standard.

Results suggest however that following recognition more could be done to maintain a relationship with employers. In their second year following recognition only around a third had any dealings with an liP specialist, and of the remainder around a third would have liked some contact during this period (equivalent to around a quarter of all employers in their second year following initial recognition). The positive views about the support provided by liP specialists, and the common desire for more contact after becoming recognised suggests real potential for advisers to play a bigger role in supporting businesses.

4 Distance travelled towards achieving liP accreditation

Chapter Summary

Most Year 2 new recognitions felt they had to make relatively minor changes to achieve liP, and only one in ten felt they made substantial changes (though rising to one in six of those with 25-49 staff). Results suggest Year 2 new recognitions felt they needed to make fewer changes than was the case in Year 1.

Although most new recognitions already had many of the HR and business plans and policies associated with liP in place before they committed to the Standard, almost nine in ten said they improved at least one of their pre-existing policies or plans because of their involvement with liP, and a third had introduced new practices because of liP (most often measures for assessing management effectiveness, training plans and developing staff consultation procedures). liP was most likely to lead to the introduction of new or improved / speedier HR policies / plans for private sector firms, organisations with fewer than 25 staff and those in Wales and Northern Ireland.

In the second year following recognition it was relatively uncommon for new HR plans / policies to be introduced (though seven per cent of re-contacted employers had introduced policies for assessing management effectiveness and six per cent processes for improving staff consultation), but nearly all re-interviewed employers developed and improved their HR plans / policies in this timeframe. Overall seven in ten (70 per cent) said their involvement with liP had led to the introduction, development or improvement of at least one of these business / HR plans in the previous 12 months. Those having recent dealings with an liP specialist were more likely to have introduced or developed their HR policies / plans, and this again supports the potential benefits for employers from continued engagement with their liP specialist.

Working towards and achieving liP also commonly improves training practices and processes. Two-thirds of Year 2 new recognitions indicated that their involvement with liP had been responsible for increases in the quantity or quality of training provided, or more commonly the organisation's focus on leadership and management training. Results among re-interviewed employers *suggests* that where liP increases training activity this can be quite substantial, with the number of training days in these companies approximately doubling from the 12 months leading up to liP accreditation to the time of the survey fieldwork.

In order to achieve liP recognition employers often need to introduce or improve their policies and working practices, and receive guidance and advice from liP specialists to determine how their policies can be developed and improved to reach the liP Standard. The survey provides a measure of the extent of the changes made and the distance travelled, in part to see if this affects views of the Standard, and in part to see if liP 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, those they already had in place when they first embarked on liP accreditation, and which policies they developed and improved as a result of working towards liP accreditation.

In Year 1 it was found that the vast majority of newly recognised employers (85 per cent) felt they were already close to meeting the liP Standard before they began their initial accreditation process and were therefore presumably motivated, in part, to gain credit for existing practices. Many businesses already had a lot of the HR and business policies and practices covered by liP in place before committing to liP, indeed half (51 per cent) said they did not have to make many changes to meet liP requirements. Around a sixth (17 per cent) of newly-recognised businesses in Year 1 either introduced or developed policies as a direct result of working towards liP. It was found that those new recognitions that had further to travel (and needed to make more extensive changes to meet the liP standard) tended to see greater business improvements as a consequence of liP.

4.1 Overall extent of changes made by organisations to meet liP requirements

Before looking at the specific changes made to achieve liP recognition, new recognition employers were asked how substantial the changes made to their organisation were, on a scale of 1 to 10, one meaning 'minimal changes to policies and working practices were required' and ten meaning 'very significant changes were required'. As Figure 4.1 shows, the overall mean was 3.4, implying that most organisations did **not** need to make substantial changes to meet the requirements of the liP Standard. Indeed a quarter (24 per cent) gave a score of 1 indicating that very minimal changes were needed. Only one in ten new recognitions (10 per cent) needed to make a lot of changes to achieve recognition (taken to mean a score of seven to 10 on a 10 point scale).

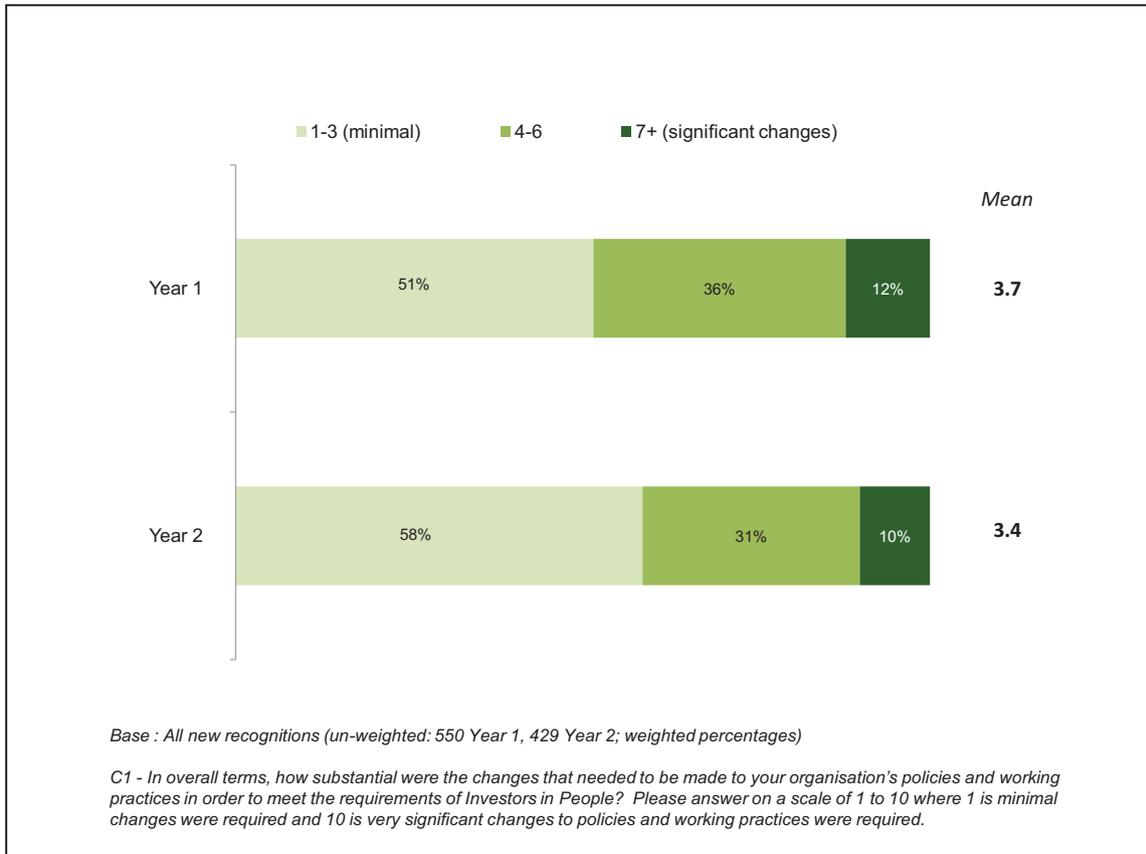
The following groups of employers were more likely to report having to make a lot of changes to achieve liP:

- Those with 25-49 staff (16 per cent, around twice the level reported among those with 1-24 staff (nine per cent) or 50 plus staff (eight per cent))
- Charities (14 per cent), although this was not significantly higher than private companies (nine per cent) or government bodies (six per cent)
- ICT employers (although a low base of 19 employers, and hence the result should be treated as indicative only). By contrast, just five per cent of the 76 respondents in the finance and professional services sector needed to make a lot of changes, indeed almost three-quarters (73 per cent) only made minimal changes (a score of 1-3 in terms).

Perhaps surprisingly, results differed very little by whether the employer achieved higher or standard level recognition (both had means of 3.4). Base sizes are low by country and hence need to be treated with caution but results suggest that new recognition employers in Scotland made fewer changes (68 per cent made minimal changes compared with 49 per cent in Wales, 50 per cent in Northern Ireland and 58 per cent UK-wide).

The extent of change that new recognitions made in order to meet liP requirements has *reduced* slightly over the last year (the Year 1 mean was 3.7) hence the cohort of recent new recognitions has consisted of a group of employers closer to achieving recognition than found in Year 1 of the survey.

Figure 4.1: Extent of changes required to achieve IIP (new recognitions)



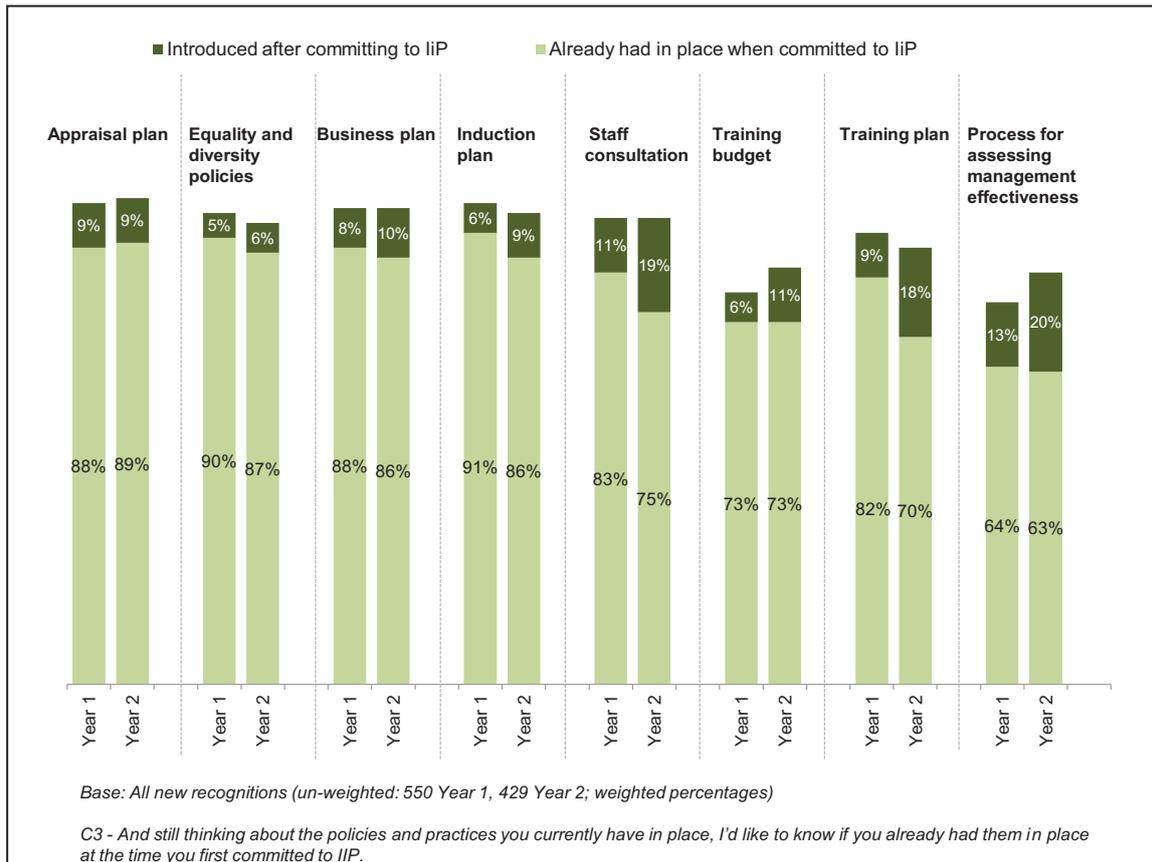
4.2 Specific changes made by organisations to their policies and practices to meet IIP requirements

Similar to Year 1 new recognitions, the vast majority of Year 2 new recognitions had the various business and Human Resource-related policies and practices covered in the questionnaire in place *at the time of the survey*. Nearly all had appraisal plans (98 per cent) a business plan (98 per cent), induction plans (96 per cent), clear processes for consulting staff (95 per cent) and equality and diversity policies (94 per cent) and training plans (90 per cent). Slightly less common were training budgets (84 per cent, though falling to 78 per cent among private sector firms) and processes for assessing management effectiveness (84 per cent). The smallest firms with fewer than 25 staff were noticeably less likely than average to have training budgets (77 per cent) and processes for assessing management effectiveness (79 per cent).

Results are very similar to those found in Year 1, typically within two percentage points, other than for a significant increase in the proportion with processes for assessing management effectiveness (84 per cent compared with 78 per cent in Year 1).

Clearly the key question is the extent to which liP encourages employers to either introduce or to improve their existing HR / business plans and policies. Before looking at this directly we present results for the proportion of employers which have each policy / practice in place and how many had these in place before committing to liP. This is shown in Figure 4.2 for both Year 1 and Year 2 new recognitions⁵.

Figure 4.2: The extent to which HR and business policies and plans in place at the time of interview were introduced before or after committing to liP (new recognitions)



Results indicate that the vast majority of new recognition employers in Year 2 already had each policy and plan in place *before* they committed to liP, with this particularly high for appraisal, business and induction plans: for each just under nine in ten new recognition employers had these in place prior to committing to liP.

⁵ As a note the questionnaire in Year 1 and Year 2 differed on this question. In Year 2 respondents with each plan were simply asked if it was already in place when they first committed to liP. In Year 1 they were asked if it was something they already had in place at the time of committing, something they were doing and developed further after committing, or something they introduced after committing. For comparative purposes Year 1 employers have been defined as having each practice in place when they committed if they answered that they already had it in place or that it was something they were doing and developed further after committing to liP.

They were far less likely to have had processes for assessing management effectiveness, training plans and budgets or clear staff consultation processes in place prior to commitment: for each around a quarter of those with each plan/policy, equivalent to around a fifth of all new recognitions employers, introduced them after committing to liP. Not surprisingly therefore these are the areas where liP had the greatest impact in terms of leading to new policies and practices being introduced.

Table 4.1 shows the role of liP in leading to the introduction or development of the various policies and practices. For each specific plan / policy figures are based on employers with each in place at the time of the interview. Among these employers it shows the proportion: that already had the policy/plan in place when they committed to liP and made no changes because of liP; those that had an existing policy/plan and improved it because of liP; the proportion that introduced the policy/plan as a direct result of committing to liP; the proportion that would have introduced them anyway but introduced them quicker or to a better quality because of liP; and finally the proportion with each plan that say they introduced them since committing to liP but liP did not influence its introduction or its quality. Each of these categories is mutually exclusive. A final summary row is shown which adds the proportion saying liP had any positive effect (it improving an existing plan, it directly leading to a plan being introduced, or it leading to a better or quicker quality plan).

As well as showing results for each policy / practice the first column of data summarises results across all policies/plans, based on all Year 2 new recognition employers. It shows, for example, that 34 per cent of Year 2 new recognition employers introduced at least one policy or plan as a direct result of working towards liP.

Figures present Year 2 findings, though for introducing a policy/plan as a direct result of liP Year 1 figures are also shown in brackets.

Table 4.1: Overview of policies in place and the role of liP in their development (new recognitions)

	At least one policy or plan	Appraisal plan	Business plan	Induction plan	Staff consultation	Equality and diversity policies	Training plan	Training budget	Process for assessing management effectiveness
<i>Percentages based on those with each specific policy in place at the time of interview</i>									
Pre-dates liP and no liP impact	n/a	45%	37%	48%	37%	76%	36%	59%	33%
Pre-dates liP but improved policy / plan due to liP	85%	45%	49%	41%	42%	17%	42%	25%	41%
Introduced policy / plan as a direct result of working towards liP	34% (30%)	5% (9%)	6% (6%)	4% (5%)	13% (10%)	3% (4%)	12% (9%)	9% (7%)	19% (15%)
Would have introduced anyway but liP improved speed or quality	22%	2%	4%	3%	6%	3%	8%	4%	5%
Post-dates liP and no liP impact on quality	3%	1%	1%	2%	2%	2%	1%	*	*
Summary: liP having any positive impact	87%	53%	58%	49%	61%	22%	61%	38%	64%

Base: All Wave 2 new recognitions with each policy in place (weighted percentages)

Figures in brackets show comparative Year 1 figures.

Overall a third (34 per cent) of employers in Year 2 introduced at least one of these policies and plans as a direct result of liP. The areas where plans and policies were most likely to be introduced by Year 2 new recognitions were training plans (12 per cent of employers with these when interviewed said they were introduced as a direct result of liP), staff consultation processes (13 per cent) and processes for assessing management effectiveness (19 per cent). For most other policies and plans around five per cent of employers with each in place said these were introduced as a direct result of working towards liP, though the figure was a little higher for training budgets (nine per cent). As can be seen in Table 4.1 the proportion of employers with each policy / practice that introduced them because of their involvement with liP is very similar between Year 1 and Year 2.

While overall a third of new recognition employers in Year 2 had introduced at least one of the plans or policies as a direct result of committing to liP, this was much higher among:

- Private sector employers (41 per cent) than third sector (26 per cent) and public sector (14 per cent) employers)
- Small employers with fewer than 25 staff (48 per cent) than organisations with 25-99 staff (36 per cent) and 100 or more staff (16 per cent).
- Newly-recognised organisations in Wales (55 per cent) and Northern Ireland (52 per cent) where a high proportion of new recognitions have fewer than 25 staff

Reflecting the fact that most employers already had the various plans and policies in place before committing to liP (see Figure 4.2), more common than liP being seen as leading directly to new policies/plans being introduced was for liP to have led to improvements of existing plans/policies. Almost nine in ten new recognition employers (85 per cent) said they had improved or developed a pre-existing plan as a result of their involvement in liP (up from 82 per cent in Year 1). liP had greatest impact in terms of developing or improving business plans (49 per cent), appraisal plans (45 per cent) and training plans (42 per cent). There was less evidence that liP led to the development or improvement of training budgets (25 per cent) and equality and diversity policies (17 per cent). It can be argued that these are documents that are less likely to be reviewed and amended regularly given that they tend to simply state a company's position or policy.

Mid-sized organisations with 25-99 employees were far more likely to have improved or developed a pre-existing plan as a result of their involvement in liP (91 per cent compared to 83 per cent among small organisations and 80 per cent among organisations with 100+ employees). Employers in Wales were also more likely than average to say liP led to them improving at least one of their pre-existing plan (91 per cent).

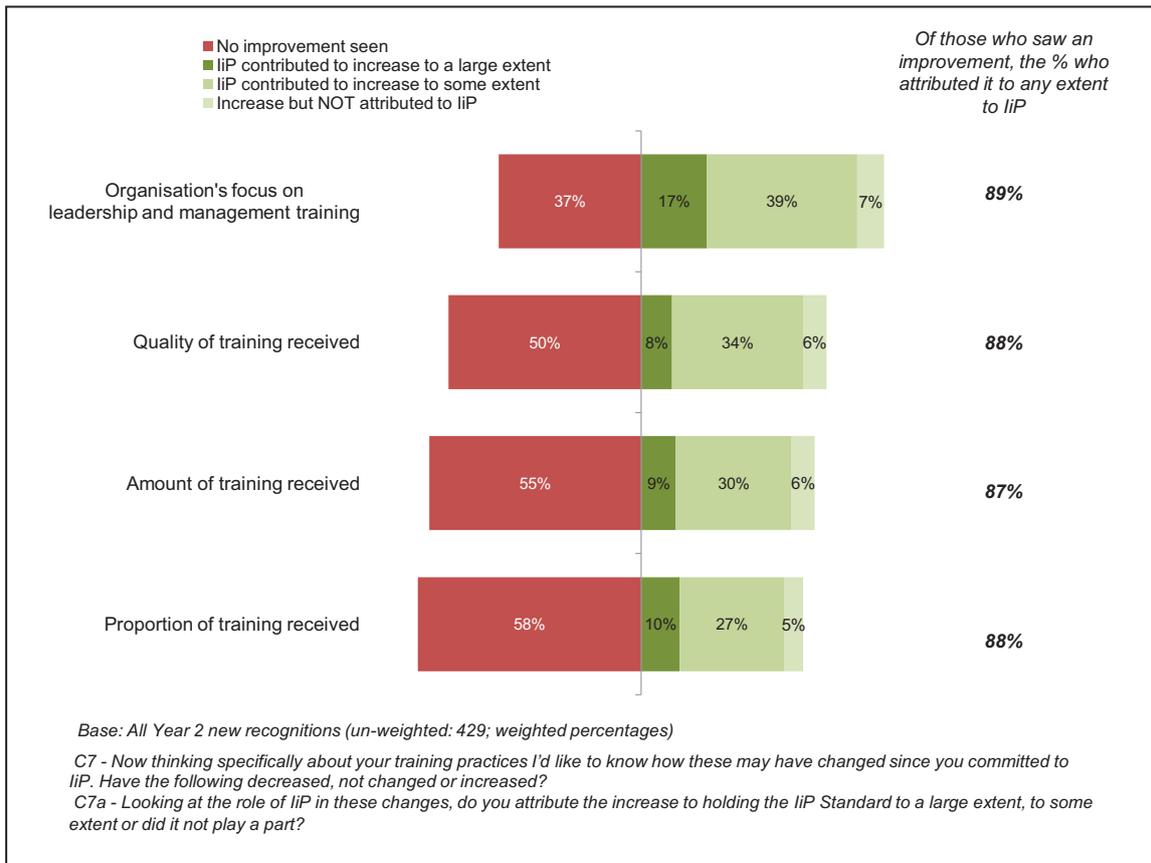
In cases where the introduction of policies/plans following liP would have happened regardless of their involvement with liP 22 per cent of employers said that working towards the Standard sped up the development or improved the quality of at least one of their policies introduced. liP was most likely to speed up or improve the quality of training plans (eight per cent), staff consultation policies (six per cent) and management effectiveness processes overall (five per cent).

In summary the most common impact is for liP to lead to improvements in existing HR and business policies and plans, though a third had introduced new practices because of liP (most often measures for assessing management effectiveness, training plans and staff consultation processes) and around one in five brought in at least one plan/practice quicker or to a better quality because of working towards liP. Overall nearly half of all new recognitions either introduced at least one HR plan or practice because of liP or liP improved the speed or quality of a new plan / practice (46 per cent). A number of groups of employers were more likely to report liP having this impact on the introduction or improvement of new plans: private sector firms (51 per cent), small organisations with fewer than 25 staff (61 per cent) and those in Wales and Northern Ireland (66 per cent and 58 per cent respectively).

4.3 Impact of liP on training practices (new recognitions)

New recognition employers were asked to consider changes made to their training practices since committing to liP. Figure 4.3 shows that 63 per cent of new recognitions saw improvements in the focus on leadership and management training. Other improvements noted included in the quality of training provided (48 per cent), the amount of training received (44 per cent) and the proportion of staff receiving training (41 per cent). The extent to which liP contributed to these changes is also summarised in Figure 4.3.

Figure 4.3: Improvements to training practices since committing to liP and the extent to which liP contributed



The area of training activity where working towards and achieving the liP Standard had the biggest impact for new recognitions was in organisations' focus on leadership and management training. Overall almost two-thirds (63 per cent) felt this had increased since committing to liP, and over half of all new recognition employers (56 per cent) felt their focus on leadership and management training had improved directly due to working towards / holding the liP standard (including 17 per cent to a large extent).

Around two-fifths (42 per cent) attributed an increase in the quality of training received by staff to liP, while slightly lower proportions reported liP leading to an increase in the amount of training received by staff (39 per cent) or an increase in the proportion of staff receiving training (36 per cent).

Figure 4.3 shows (in the final column of figures) that the vast majority (nine in ten) of those experiencing each positive change in their training practices say liP contributed to these improvements. It is worth noting, as shown in Figure 4.3 that many more say that liP contributed to some extent than to a large extent. It is also worth noting that the increases in each area were approximately twice as likely to be described as slight increases than significant increases. For example, 14 per cent of all new recognitions said the proportion of staff receiving training had increase significantly since liP, while 28 per cent said it had increased slightly.

Where new recognitions had made sizeable changes to their organisation in order to achieve liP recognition, the impact felt on all training practices as a result of liP was far greater than average. For example while around a quarter (27 per cent) of new recognitions who had made minimal changes to their organisation to achieve liP reported an increase in the proportion of staff receiving training as a result of liP, this figure was almost double that (50 per cent) among those that needed to make more substantial changes to achieve recognition. This finding is consistent with Year 1, where those who had to make the most changes to reach liP accreditation repeatedly reported higher levels of liP impact.

The impact of liP on training varied by sector. While two-thirds (66 per cent) of new recognitions in the Manufacturing and Construction sector felt liP led to an increase in the quality of training received by staff, only around a third (32 per cent) of Health and Care employers felt liP had had this impact. Similarly, the impact of liP on the proportion of staff receiving training in Health and Care organisations was far less than average with only 26 per cent reporting an increase as a result of liP (compared to the overall figure of 36 per cent). This ties in with responses to motivations for gaining liP recognition, where a lower than average proportion of Health and Care new recognitions cited improving training practices as a motivation (74 per cent compared to 81 per cent average across all sectors).

Achieving the liP Standard had more of an impact on the amount of training received by staff in private sector organisations, where 44 per cent said this had increased because of their involvement in liP compared with 37 per cent of charities and one-fifth of public sector organisations (20 per cent). This pattern was reflected in the proportions of employers reporting an improvement in the amount of training received regardless of liP impact: 51 per cent of private sector organisations reported an increase in the amount of training received by staff compared to 39 per cent of charities and 27 per cent of public sector organisations.

Figure 4.3 showed the impact of liP in relation to four individual aspects of training activity, and indicated that its impact has been greatest in the area of increasing the focus of training on developing leadership and management skills. Across all four measures:

- Four in five employers (81 per cent) had seen improvements in at least one of the four areas of training since becoming liP recognised
- Two thirds (76 per cent) said liP had directly contributed to an improvement in training in at least one of these four areas
- A quarter (25 per cent) said liP had contributed *significantly* to at least one of the improvements in training.

4.4 Changes in policies and plans among re-interviewed employers

In this chapter to date we have discussed results among Year 2 new recognitions and compared these with results among Year 1 new recognitions. In the rest of the chapter we look at results among Year 1 new recognitions that were re-interviewed in Year 2. The key interest here is to see the extent to which employers continue to develop and improve (and even introduce) HR and business policies and plans.

Given that such a high proportion of employers had the policies in place when they became accredited it is not surprising that there had been very little movement in the proportion of re-contacted employers who had introduced the policies/plans in their second year following accreditation. That said, there had been a significant increase in the proportion of re-contacted employers who had an appraisal plan (99 per cent from 96 per cent), a process of staff consultation in place (from 93 per cent to 99 per cent) and a process for assessing management effectiveness (from 80 per cent to 87 per cent) in their second year of accreditation.

Table 4.2: Overview of policies in place among re-contacted employers

	Appraisal plan	Business plan	Induction plan	Equality diversity policies	Staff consultation	Training plan	Process for assessing management effectiveness
Policy in place at the time of first interview (Year 1)	96%	99%	98%	94%	93%	91%	80%
Policy in place in second year of accreditation (Year 2)	99%	97%	98%	96%	99%	94%	87%

Base: All re-contacted employers (un-weighted: 287; un-weighted percentages)

Among re-contacted employers who had each policy in place, there were varying levels to which these had been developed or improved over the last 12 months (whether as a result of IiP or not), indicating that whilst some policies were viewed as plans that needed continuous development others may be more likely to stay the same once introduced. For example whilst re-contacted employers were much more likely to have developed and improved their business plans and training plans over the previous year (73 per cent and 65 per cent), perhaps because these are closely linked to the annual financial cycle, plans such as the Equality and Diversity policies (37 per cent) and processes for assessing management effectiveness (49 per cent) were much less likely to have been developed. Results are summarised on the following table. This also shows, in the shaded area, the proportion either introducing or developing each policy / plan in the previous 12 months (i.e. in the second year after becoming newly recognised).

Table 4.3: Extent to which re-interviewed employers have developed HR and business policies and plans

	Appraisal plan	Business plan	Induction plan	Equality diversity policies	Staff consultation	Training plan	Process for assessing management effectiveness
<i>Percentages based on all re-contacted employers with each specific policy in place at the time of the first interview (weighted percentages)</i>							
Remained essentially the same	48%	25%	39%	61%	47%	32%	50%
Developed and improved in the last 12 months	52%	73%	60%	37%	53%	65%	49%
<i>Percentages based on re-contacted employers with each specific policy in place at the time of the second interview (weighted percentages)</i>							
Introduced, developed or improved as result of liP	40%	56%	50%	21%	45%	57%	44%

Over half of re-contacted employers had introduced, developed or improved their training plans (57 per cent), business plans (56 per cent) or induction plans (50 per cent) as a result of liP in the previous 12 months. A further two-fifths said the same for staff consultation processes, appraisal plans and processes for assessing management effectiveness. These findings indicate that the influence of liP in this area continues beyond the first year following recognition.

Although not significant across all policies there was a consistent pattern that those who had contact with an liP specialist within their second year of accreditation were more likely to have developed or improved their policies (though we cannot assess whether the dealings with the specialist caused or was a result of their desire to develop these policies and plans). The difference was particularly marked in the case of induction plans where 70 per cent of those who had had contact with an liP specialist had developed or improved it in the last 12 months compared to 52 per cent of those who had had no contact.

Across the range of all the policies and plans covered in the research:

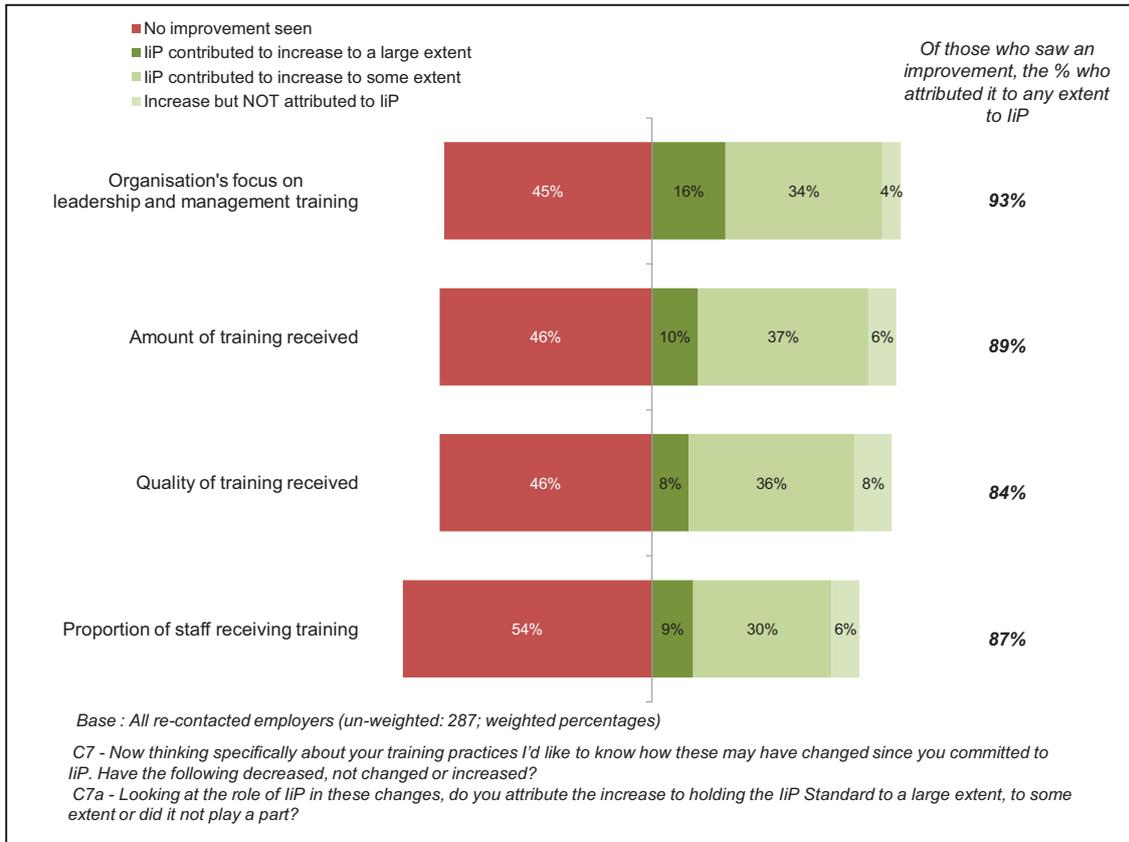
- Nearly all re-interviewed employers had developed or improved at least one plan in the previous 12 months (93 per cent); and 70 per cent indicated that they had introduced, improved or developed at least one plan in the previous 12 months *as a result of liP*.
- Just two per cent said they no longer had one or more of these policies and plans despite having them when interviewed 12 months ago

When interviewed in Year 1, around six in ten newly-recognised employers reported increases in the amount, proportion and quality of training since becoming recognised as liP: 63 per cent said the amount of training staff received by staff had increased, 63 per cent reported an increase in the focus on leadership and management training, and 50 per cent an increase the proportion of staff receiving training (in Year 1 they were not asked about changes in the quality of training).

These figures fell by around 10 per cent when these same employers were re-interviewed in Year 2 and asked about changes since committing to liP. Around half of re-interviewed employers in Year 2 indicated that the amount of training provided for staff, the proportion of staff receiving training, the quality of the training received and the organisation's focus on management and leadership training had increased since they committed to liP. Most of the remainder said these areas of training had not changed (two per cent or fewer reported decreases, other than for the amount of training received by staff where five per cent reported that this had decreased).

The vast majority (over four in five) of those who saw an increase in these training areas felt these improvements occurred at least in part to holding liP. The influence of liP over the two-year period was greatest in regard to a focus on leadership and management training, as shown in Figure 4.4.

Figure 4.4: Improvements to training practices since committing to liP and the extent to which liP contributed for re-contacted businesses

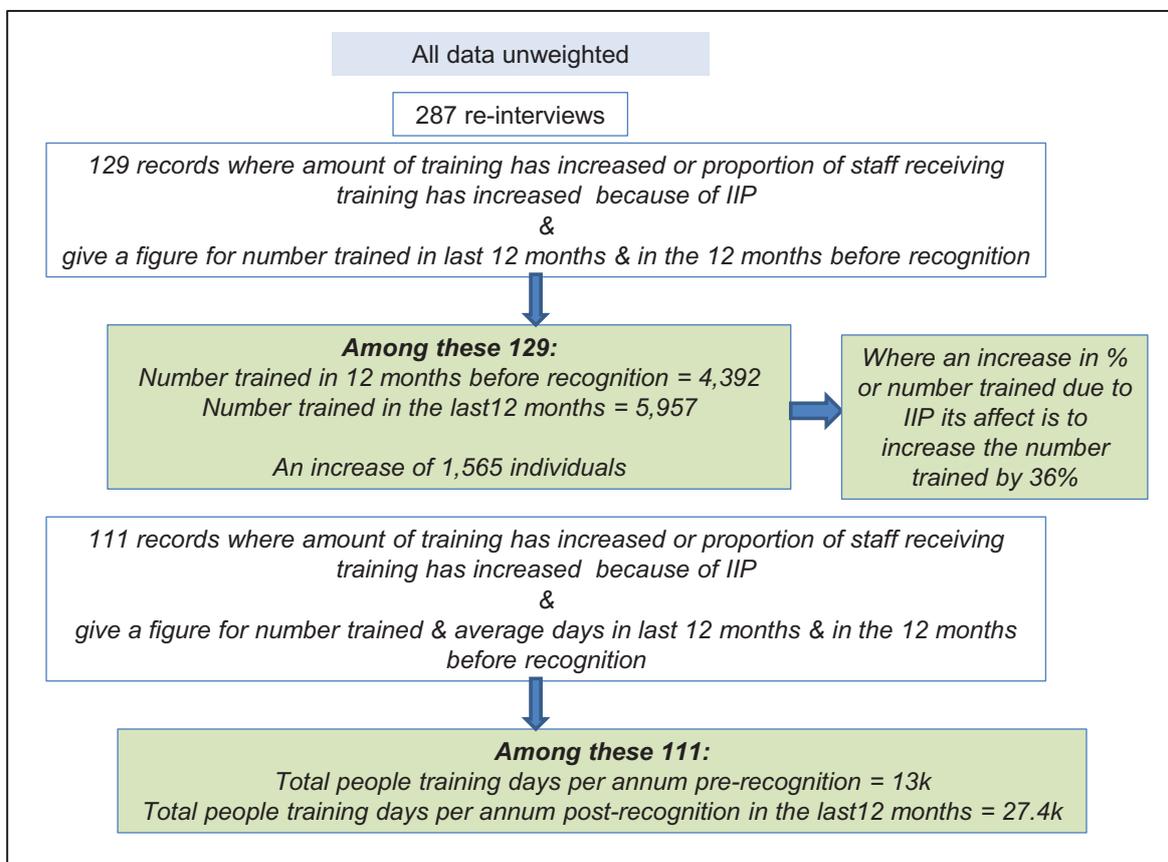


4.5 Quantifiable impact of liP on training offered among re-interviewed employers

Some additional questions were asked in year 2 to try and quantify the impact that liP had had on re-contacted organisations' training activity. In order to compare the impact of liP on the amount of training offered and the number of employees involved in training, figures were needed for both the 12 months before and the 12 months after accreditation. (As most newly accredited employers would not yet have been accredited for a full 12 months, this section of the questionnaire was only asked of re-contacted employers.) Re-contacted employers who reported that either the amount of training had increased or the proportion of staff who had received training had increased because of liP were asked to give figures for the number of people trained in the last 12 months and the 12 months prior to achieving liP recognition.

The calculations outlined in Figure 4.5 show that of those re-contacted businesses *who reported that liP had been responsible for an increase in the number of staff trained* (47 per cent of all re-contacted employers), the effect that liP had (on average) was to lead to a 36 per cent increase in the number of staff being trained within these companies. liP's impact on the amount of training offered was also calculated and for those who were able to give figures of the approximate total number of training days per annum prior to achieving liP recognition and in the last 12 months it was found that on average the amount of training offered had approximately doubled (a result of more people being trained and an increase in training days per person trained).

Figure 4.5: Improvements to training practices following liP accreditation and the extent to which liP contributed for re-contacted businesses



4.6 Conclusions

Findings in this chapter have shown that although most employers feel they had to make relatively minor changes to achieve liP, most new recognitions in Year 2 improved or developed some of their pre-existing HR and business plans / policies, and around a third introduced at least one new policy / plan as a result of working towards the Standard. liP has most impact in terms of leading to the introduction of processes for assessing management effectiveness, introducing more formal processes for staff consultation, and the development of training plans. Most new recognitions also identify improvements to training practices as a result of their involvement with liP, covering the quality and amount of training and, most often, their focus on leadership and management training.

It is encouraging that in the second year following recognition HR plans and processes continue both to be introduced (with small but statistically significant increases in the proportion of re-interviewed employers with appraisal plans, staff consultation procedures and processes for assessing management effectiveness) and also developed and improved (in their second year following recognition just over half of employers had improved their business plan and / or training plan because of liP).

Those re-interviewed employers having dealings with an liP specialist in the second year following recognition were more likely to introduce or develop / improve their HR and business plans. Given as we see later that those with recent dealings with an liP specialist are more satisfied overall with liP than average, this is strong evidence that contact should be maintained, and the relationship developed, between the employer and the specialist.

In regard to training activity, results suggest that where liP leads to increases in the number of staff trained, the proportion of staff affected is quite large (in companies where increases occur a third more staff trained following recognition than in the period before recognition). Results clearly indicate the continuing impact of liP beyond the period immediately leading up to and following recognition.

5 Organisational-level impact (new recognitions)

Chapter Summary

Recent new recognition employers reported a wide range of benefits from their involvement in liP, particularly in regard to it contributing to improvements in the quality of their organisation's leadership skills (63 per cent), their management policies (55 per cent), staff commitment (50 per cent) and in the ability of their staff (48 per cent). Results on a number of measures were slightly more favourable than in Year 1, with an increase in the likelihood of new recognitions saying liP has contributed to improvements in such areas as staff commitment, productivity, and (for private sector employers) profit and turnover. Increases are generally the result of the improvements being more commonly experienced by organisations in Year 2, rather than employers being more likely to attribute the improvement to liP.

Overall the vast majority of Year 2 new recognitions (95 per cent) felt that liP had had a positive impact on their organisation, with nearly two-fifths (37 per cent) stating that liP had had a *significant positive impact*.

Employers that had made more than minimal changes to their organisation to achieve recognitions and those achieving higher banding levels were more likely to report liP having a significant positive impact (47 and 42 per cent respectively), indicating that the more an organisation puts in to the process the more it gets out of it. This indicates that liP advisers should be strongly encouraging employers to stretch themselves when working towards liP, as well as promoting the benefits of the higher banding levels. Fewer new recognitions in Year 2 than in Year 1 reported significant positive impacts from liP (37 per cent compared to 43 per cent), and this reflects the fact that more employers in Year 2 than in Year 1 said they made minimal changes to achieve recognition.

This chapter examines the extent to which achieving the liP Standard leads to both internal and external improvements among new recognitions, looking particularly at improvements related to workforce development, HR issues, the impact on products and services and the impact on profit and sales. It is worth noting that while the impact of liP was assessed where positive outcomes were reported, on aspects where new recognition employers did not report improvements the impact of liP was not explored. It is therefore likely that the reported proportions of organisations noting benefits through liP is slightly deflated as achieving the liP Standard could have lessened the extent of decrease / helped an employer 'stand still'.

5.1 The impact of liP

In this section we look at the extent to which liP helps organisations gain a whole series of business improvements. First we consider whether changes have taken place, then we consider the impact that liP has had on any changes seen. It should be noted that the following new measures of business improvement against which the impact of liP was examined were added to the Year 2 survey, in order to align the impact section more closely to motivations cited for using liP:

- the number of new clients or amount of work;
- the organisation's competitive advantage;
- the effectiveness of management policies;
- the quality of leadership skills.

Table 5.1 presents the changes that newly accredited employers in Year 2 have seen since recognition (whether or not they were attributed to their involvement in liP). The column on the right-hand side shows the percentage point change in the proportion of new recognition employers from Year 1 to Year 2 who saw an improvement - a positive figure shows that more employers in the Year 2 survey report an improvement, noting for some factors an improvement is an increase and for others a decrease. Where differences are statistically significant these have been marked by an arrow.

Year 2 new recognitions were most likely to report increases in the quality of leadership skills (68 per cent) and the effectiveness of their management policies (62 per cent). (These were two of the new measures added for the Year 2 survey and there is no comparable Year 1 data.) A majority of employers also reported increases in the ability of staff to do their jobs (55 per cent), in the staff commitment in their organisation (54 per cent) and their overall competitive advantage (53 per cent) since achieving liP recognition. Slightly less common, though still reported by around two-fifths, were improvements in turnover or profit (for private sector firms), improved customer satisfaction or an increase in the number of clients / the amount of work.

Results presented in Table 5.1 show changes observed within organisations since, not necessarily because of, involvement in liP. Overall, nearly nine in ten (89 per cent) of Year 2 new recognitions indicated that some business improvement had arisen *at least in part as a result of working towards or holding liP*. This was significantly more likely to be the case among those organisations which had made more than minimal changes to their organisation to reach liP accreditation (97 per cent among those answering four or higher on a ten point scale for the degree of changes required). Additionally, smaller organisations with fewer than 50 employees (92 per cent) as well as new recognitions in Wales (95 per cent) were also more likely to experience business improvements as a result of liP. Public sector organisations on the other hand were less likely to report these liP-influenced improvements (80 per cent).

Results from the new measures are removed from the analysis to allow for comparison with Year 1 new recognition figures. The likelihood of liP improving business performance appears to be greater among Year 2 new recognitions than Year 1 recognitions: around four in five (79 per cent) Year 2 new recognitions attributed at least one of this list of improvements to holding the liP Standard, significantly higher than the Year 1 comparative figure (73 per cent). This is likely to reflect in part the fact that slightly more new recognition employers in Year 2 than Year 1 introduced business and HR policies and plans as a result of liP (see Table 4.1), but also that business improvements generally (whether related to liP or not) were more likely to have taken place in 2012 than 2011.

Table 5.1: Organisational changes experienced since liP recognition (prompted)

	<i>Base un- weighted</i>		Increased	Stayed the same	Decreased	Too early to say	Don't know	Percentage improvement in change from Year 1
The quality of products/ services	429	%	46	50	-	2	2	+2
Productivity	429	%	48	45	1	4	2	+6
The ability of staff to do their jobs	429	%	55	43	-	1	1	+3
Turnover	280	%	44 ↑	36	5	5	10	+16
Customer satisfaction	429	%	38	51	1	6	5	+3
Profit	280	%	42 ↑	34	9	4	11	+17
New clients / level of work	429	%	44	44	2	2	8	n/a
Your competitive advantage	429	%	53	35	1	5	6	n/a
Absenteeism	429	%	7	74	15	2	2	+1
Staff commitment	429	%	54 ↑	41	2	3	1	+11
Staff turnover	429	%	10	76	12	1	2	+2
Recruitment costs	429	%	8	75	9	2	6	+3
The incidence of disciplinary action	429	%	7	75	14 ↑	1	3	+8
The quantity of job applicants	429	%	24	64	2	5	5	+2
The quality of job applicants	429	%	23 ↑	67	-	5	5	+10
Management effectiveness	429	%	62	36	-	2	1	n/a
The quality of leadership skills	429	%	68	29	-	1	1	n/a

Base: All new recognitions (un-weighted: 550 Year 1, 429 Year 2; weighted percentages); Turnover and profit: private sector employers only (un-weighted: 365 Year 1, 280 Year 2).

Source: Survey (weighted data) – QD1 / QD3-Since becoming recognised by Investors in People have the following increased, stayed the same or decreased?

Positive changes are shown emboldened. Significant change in business improvement from Year 1 marked with an ↑

Year 2 new recognitions were most likely to credit liP with contributing to improvements in relation to leadership and management skills, and staff commitment and ability. They were least likely to say liP improved (reduced) recruitment costs, staff turnover, the incidence of needing to take disciplinary action against staff, or absenteeism. Figure 5.1 illustrates the extent to which Year 2 new recognitions reported increases in each area (the full width of each bar), and the extent to which improvements are attributed to liP to a large extent or to some extent.

Comparing results between Year 1 and Year 2 new recognitions suggests generally similar findings regarding the proportion of organisations reporting liP as having contributed to ‘some extent’ as opposed to a ‘large extent’.

Figure 5.1: Improvements occurring among new recognition employers following liP accreditation and the extent to which liP contributed (prompted)

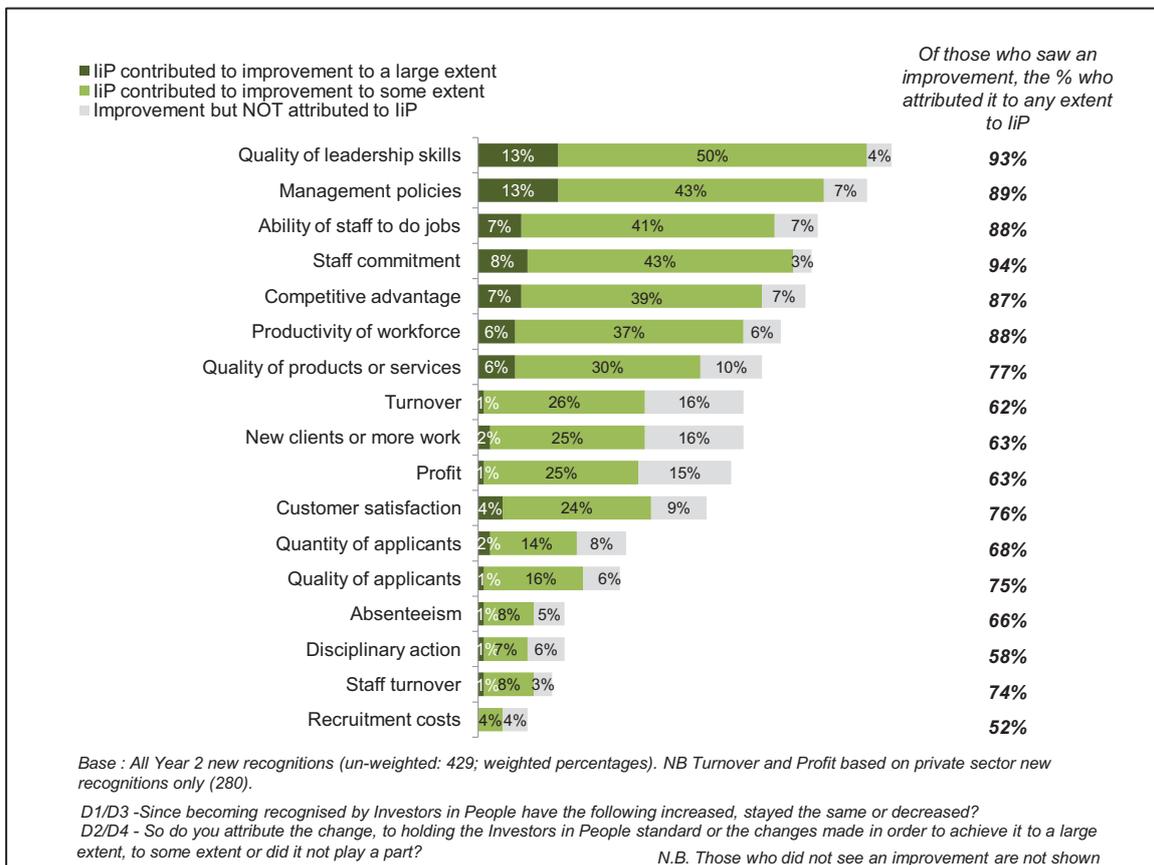


Figure 5.1 shows that employers are generally far more likely to attribute improvements to liP to ‘some extent’ rather than to a ‘large extent’ suggesting that liP generally contributes to but is not necessarily the sole basis of the changes. The quality of leadership skills and the effectiveness of management policies were two areas of improvement where more than 10 per cent of new recognitions attributed improvements to liP to a large extent (13 per cent in both cases).

On the other hand (as shown by the figures in the right hand column of Figure 5.1) very few employers experiencing each improvement felt liP played no part (it was lowest for improvements in recruitment costs where only just over half said liP played a part, while for many areas around nine in ten experiencing each improvement said liP played some part).

An interesting pattern which Figure 5.1 illustrates is that the higher the proportion of employers citing specific improvements, the more likely they were to attribute these improvements (at least in part) to achieving the liP Standard.

This year's questionnaire has allowed comparison between the extent of liP impact and the initial motivations for achieving liP accreditation. Across all areas of improvement, those Year 2 new recognitions that were motivated by a specific improvement to their business were much more likely to experience each particular improvement as a result of liP. Results are shown in the following table.

In terms of how likely motivations were to be realised, Year 2 new recognitions that worked towards liP in order to improve the quality of leadership skills were the most likely to experience the improvement desired (66 per cent, though just over a third of those that said this had not been a motivation experienced this benefit), while those looking to lower recruitment costs were the least likely to see this improvement happening as a result of liP (nine per cent – this will include some employers that have not needed to recruit in the period following recognition).

Table 5.2: Improvements as a result of IiP by motivation

	% of new recognitions reporting an improvement as a result of IiP	* Base un-weighted	% motivated by each factor reporting that improvement as a result of IiP	% NOT motivated by each factor still reporting an improvement in that factor as a result of IiP
	%		%	%
The quality of leadership skills	63%	390	66%	35%
The effectiveness of management policies	55%	362	59%	37%
Staff commitment	50%	339	56%	28%
The ability of staff to do their jobs	48%	354	54%	21%
Competitive advantage	46%	336	54%	18%
Productivity	43%	330	50%	20%
The quality of their products or services	36%	326	45%	10%
Number of new clients / amount of work	28%	310	36%	6%
Turnover	27%	199	32%	16%
Customer / user satisfaction	29%	370	31%	14%
Profit	26%	210	28%	22%
The quantity of job applicants	16%	171	25%	10%
The quality of job applicants	17%	262	23%	6%
Absenteeism among staff	10%	188	17%	4%
Staff turnover	9%	216	14%	3%
The incidence of disciplinary action	8%	186	14%	3%
Recruitment costs	5%	154	9%	2%

*Base: First column of data is based on all new recognition employers (un-weighted: 429; weighted percentages) except for turnover and profit: private sector employers only (un-weighted: 280). *The second column is based on new recognitions saying each factor influenced their decision to work towards IiP.*

Source: Survey (weighted data) – “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?”

In *ratio terms* the link between motivation and achieving a particular goal was particularly marked for increasing the number of new clients or the amount of work. This was six times more likely to be experienced by those for whom this was a motivation for involvement (36 per cent compared with six per cent among those not looking to achieve this goal). It was more common for a benefit to be twice to three times as likely to be achieved by those motivated by a particular goal as those not.

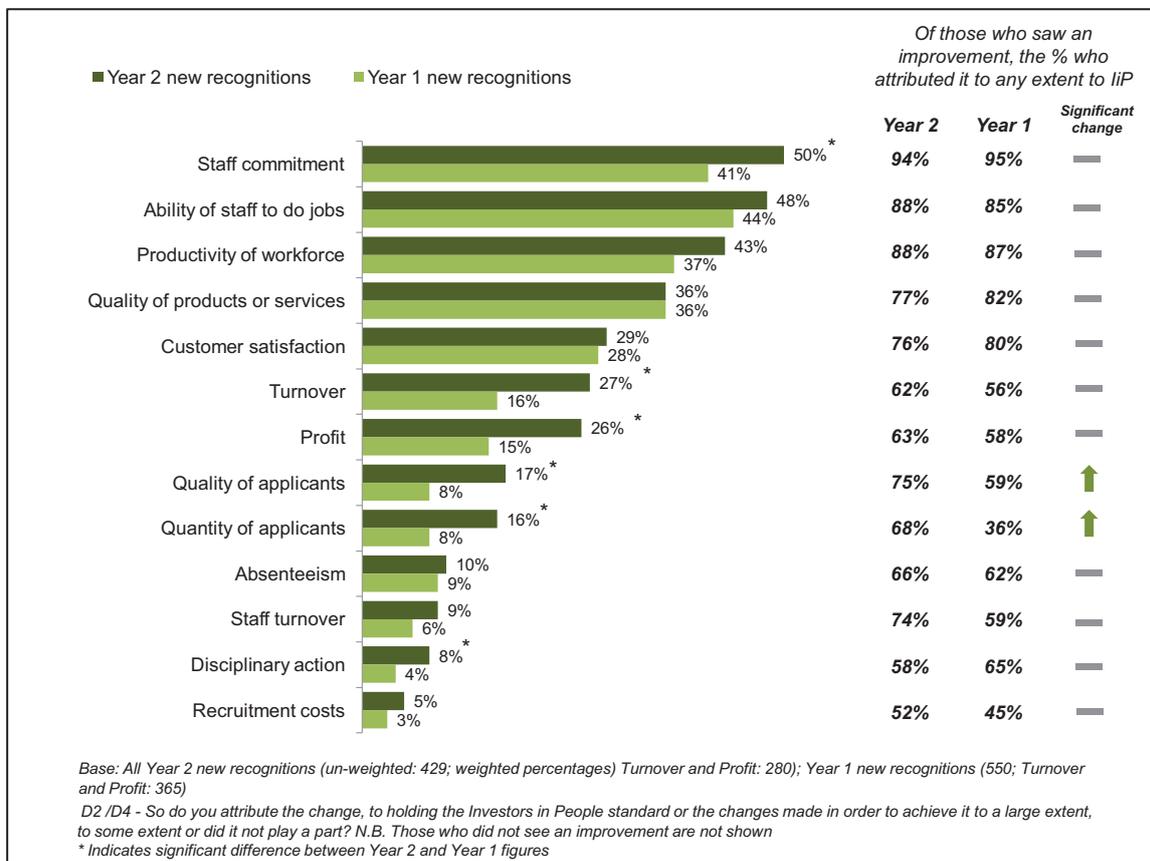
The middle column of percentages in Table 5.2 shows both wide differences in the extent to which factors that had been motivations for involvement in liP had been realised / achieved, and in some cases quite low proportions of employers that had been hoping for particular benefits actually achieving them. Given this latter finding it may at first sight be surprising, as we report later in this chapter in Section 5.2, that as many as nine in ten new recognition employers in Year 2 said that the overall scale of benefits achieved was as or better than expected. However, it should be borne in mind that most employers mentioned a large number of potential benefits they hoped to achieve through their involvement in liP (see Tables 3.1 and 3.2 – it needs to be noted that the questions on potential motivations (questions B1a and B1b) were prompted questions read out to respondents and therefore it can be assumed that the motivations mentioned cover both critical but also less important benefits that they hoped to achieve). On this basis it is likely to be important in the overall assessment of liP for employers that the most critical benefits are achieved – if some less critical ones fail to materialise then this is unlikely to affect their overall assessment of the Standard. Comparing results in Table 5.2 with the list of motivations discussed earlier (see Tables 3.1 and 3.2) does indeed indicate that the most likely benefits to be realised tend to be the most commonly mentioned motivations, which suggests these are the most important motivations, as well as the most commonly mentioned.

It is also worth noting that across the full range of motivations, just under nine in ten employers (88 per cent) indicated that at least one benefit that had been a motivation for their involvement in liP had come to be realised, this figure very close to the proportion saying the overall extent of benefits achieved matched or exceeded their expectations (90 per cent).

Comparing results between Year 1 and Year 2 new recognitions suggests generally similar findings regarding the likelihood of employers reporting that improvements seen were a result of liP, and the proportion of organisations reporting liP as having contributed to ‘some extent’ as opposed to a ‘large extent’. Results are shown in Figure 5.2. There has been an increase in the likelihood of new recognitions saying liP has led to an improvement in: staff commitment (from 41 per cent among Year 1 new recognitions to 50 per cent in Year 2), productivity (from 37 per cent to 43 per cent), the quantity and quality of job applicants, and (for private sector employers) profit and turnover.

Increases are generally the result of the improvements being more commonly experienced by organisations in Year 2, rather than employers being more likely to attribute the improvement to liP. As the columns of data on the right of the chart show, findings are very consistent in Year 1 and Year 2 in the proportion of employers experiencing an improvement saying liP helped them achieve this improvement, though there have been significant increases in this in regard for the quality and quantity of job applicants and for improvements in staff turnover.

Figure 5.2: Comparison between Year 2 and Year 1 new recognitions on any improvements occurring to which liP contributed to any extent (prompted)



Across all but one measure of improvement, Year 2 new recognitions that made minimal changes to their organisation to achieve recognition were less likely, often significantly so, to experience improvements as a result of their involvement in liP. This is shown in Table 5.3. This illustrates that the more change an organisation makes (or at least believes that it needs to make) to attain liP accreditation, the greater the impact of liP on the organisation's performance.

Table 5.3: Improvements achieved due to liP by level of change required to reach liP recognition

Improvement	Minimal change made (1-3)	More substantial change (4-10)
<i>Base</i>	240	183
Quality of leadership skills	53%	79%
Management policies	46%	70%
Ability of staff to do jobs	37%	64%
Staff commitment	46%	58%
Competitive advantage	42%	51%
Productivity of workforce	35%	54%
Quality of products or services	31%	44%
Customer satisfaction	26%	33%
Turnover	24%	33%
New clients or more work	22%	36%
Profit	21%	35%
Quality of applicants	16%	19%
Quantity of applicants	17%	15%
Absenteeism	9%	11%
Disciplinary action	5%	12%
Staff turnover	7%	11%
Recruitment costs	3%	6%

Base: All Year 2 new recognitions (un-weighted: 429; weighted percentages) NB. Profit and Turnover (280)

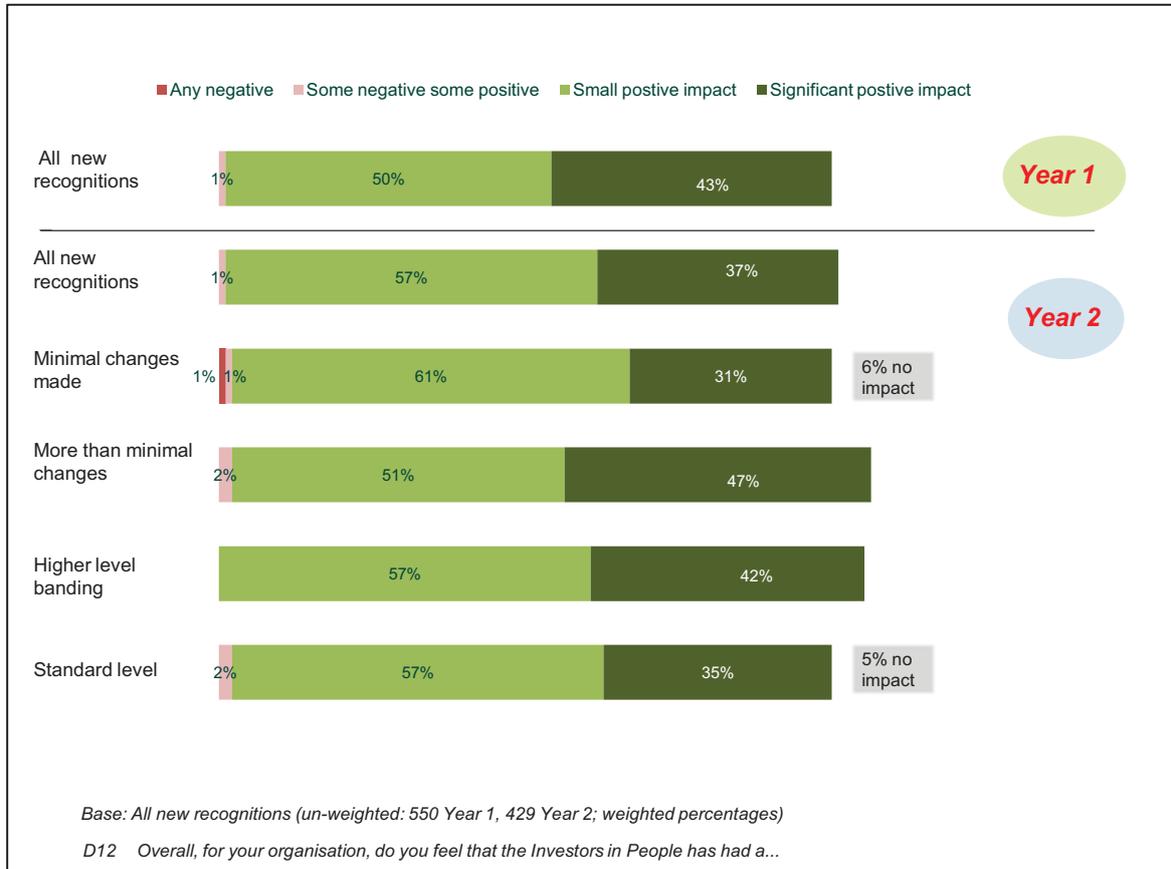
Source: Survey (weighted data) – QD1/D3 -Since becoming recognised by Investors in People have the following increased, stayed the same or decreased? QD2/D4 - So do you attribute the increase, to holding the Investors in People Standard or the changes made in order to achieve it to a large extent, to some extent or did it not play a part?

Year 2 new recognitions were also asked if they had introduced any new products or services since achieving liP accreditation: 34 per cent indicated that this was the case (up slightly, although not statistically significant, from Year 1 (30 per cent)). In just under half these cases liP was felt to have played a part in the introduction of the new products or services: overall 15 per cent of all Year 2 new recognitions said liP had played a part in the introduction of new products or services, slightly higher than the Year 1 figure of 11 per cent). Health and Care employers were the most likely to introduce new services as a result of liP (26 per cent).

5.2 Overall scale of business benefits of holding liP and how this compares to expectation

To assess the perceived impact of liP, Year 2 new recognitions were asked the overall scale of business benefits achieved from holding liP accreditation and whether these had met their expectations. Results on the overall impact are summarised in Figure 5.3 for Year 1 (the top bar) and Year 2 overall, and for sub-groups among Year 2 employers where differences are apparent.

Figure 5.3: Perceived overall impact of liP - Year 1 and Year 2 new recognitions



The vast majority of Year 2 new recognitions (95 per cent) felt that liP had had a positive impact on their organisation, with nearly two-fifths (37 per cent) stating that liP had had a *significantly positive impact*. Overall just one per cent described the overall impact as 'some positive, some negative' and less than half of one per cent described the net effect of liP as having been negative, though some (four per cent) felt it had had no real impact.

As shown in Figure 5.3, Year 2 new recognitions that had made more than minimal changes to their organisation and those achieving higher banding levels were more likely than average to say liP has had a significant positive impact (47 per cent and 42 per cent respectively), suggesting of course that the more a company puts in to liP the more it gets out of it. Fewer new recognitions in Year 2 reported significant positive impacts from liP (37 per cent) than in Year 1 (43 per cent), although the difference is not statistically significant), and this reflects the fact that more employers in Year 2 than in Year 1 said they made minimal changes to achieve recognition (see Figure 4.1).

Additionally small organisations with fewer than 25 employees in Year 2 were also more likely to report significant positive impacts (43 per cent compared to 30 per cent of organisations with 100 employees or more), as were those where the whole organisation had liP status (39 per cent compared to 24 per cent where only their site was covered). These subgroup differences were in line with Year 1 findings.

Geographically those in Northern Ireland and Scotland were more likely to report significant positive impacts (50 per cent and 46 per cent respectively) than those in England or Wales (36 per cent and 34 per cent respectively), though due to the base sizes the differences are not statistically significant. There were no regional variations within England.

In terms of the scale of benefits achieved compared against their expectations just over two-thirds (68 per cent) reported that the business benefits gained were about as expected, while 22 per cent thought that the scale of benefits gained were higher than expected (three per cent 'much' higher). Only four per cent of Year 2 new recognitions reported business benefits being less than what they had expected. Clearly the positive message is that very few are deriving less benefit than they hope or expect when they make their commitment to liP. This is confirmed by the fact that just three per cent of new recognitions said there were benefits they expected from their involvement which had not been realised (the most common response here was not getting the additional volume of work that they expected).

There has been no significant change in this measure between Year 2 and Year 1 new recognitions (in Year 1 24 per cent said the scale of benefits had exceeded expectations while 66 per cent said they had been at about the expected level). This indicates that employers continue to enter their liP journey with broadly correct, realistic assumptions of the scale of benefits their organisation will experience as a result of accreditation.

We have already commented that those that made more than minimal changes to their organisation to achieve liP were more likely to report significant positive outcomes from their involvement in liP. It is also the case that these employers (in both Year 2 and Year 1) were more likely to experience a higher level of benefits than they anticipated. This again emphasises the importance of employers being encouraged to stretch themselves in regard to the changes they make.

In Year 2 the following groups of new recognition employers were more likely to experience higher than expected benefits compared to the average of 22 per cent:

- Those with fewer than 50 employees (26 per cent)
- Those operating in the Health and Care sector (33 per cent)
- Charity / voluntary sector organisations (30 per cent).

These differences were not found in Year 1.

Although nearly all respondents were able to comment on the broad scale of benefits and how these compared with their expectations it is worth noting that a minority of Year 2 new recognitions (39 per cent) said that they collect evidence of the benefits liP has on their organisation, site or department. The proportion doing so has increased significantly compared with Year 1 new recognitions (31 per cent).

Subgroup analysis suggests that the cause of this rise is actually due to types of organisations which in Year 1 were less likely to collect benefits compared to others now being more likely than average to do so, in particular those reaching a higher banding (47 per cent) and small organisations with fewer than 25 employees (45 per cent).

5.3 Conclusions

Nearly all new recognition employers in Year 2 reported that liP had had a positive impact on their organisation (95 per cent), with nearly two-fifths (37 per cent) feeling that liP had had a *significant positive impact*, and approaching a quarter (22 per cent) felt the scale of benefits was beyond what they had expected (compared with four per cent thinking the benefits had been less than expected). These are clearly positive messages in terms of liP making a difference for employers, and for the marketing of the Standard.

Across all the findings on the impact of liP for recently recognised employers, those making more than minimal changes to achieve liP (it should be noted that this is a minority of employers – see Figure 4.1) and those achieving the higher banding are more positive about the benefits of liP. Given, as we see later, that these employers are also more satisfied than average with their involvement with the Standard and more likely to say they will renew, the findings suggest very strongly that liP specialists need to encourage employers to stretch themselves when working towards the Standard, and where appropriate, to work towards the higher bandings⁶. The importance of this is reflected in the fact that although the Year 2 findings are positive, more new recognitions in Year 2 than in Year 1 reported needing to make minimal changes to achieve liP and hence fewer reported significant positive impacts from their involvement than was found in Year 1.

⁶ As discussed in Chapter 4 it should be noted that those working towards higher level bandings reported needing to make the same degree of changes to achieve recognition as those working to the standard level. Hence encouraging organisations to stretch themselves when working towards the Standard should not simply be conflated with encouraging employers to work towards the higher level banding.

6 Organisational-level impact for re-contacted employers

Chapter Summary

Re-interviewed employers (in their second year following recognition) continue to say liP contributes to their achieving a range of benefits, and over half say since recognition liP has helped them improve the quality of leadership skills (61 per cent), improve the ability of staff to do their job (56 per cent) and improve management practices (55 per cent). liP is far more likely to be seen as contributing to some extent than to a large extent to these improvements.

In a number of areas there has been a marked increase in the proportion of employers in Year 2 compared against their responses in Year 1 reporting improvements to which liP contributed. This applied to improved customer satisfaction (an increase of 12 percentage points), the ability of staff to do their job (10 percentage points), and turnover (10 percentage points). These increases are largely a result of more employers in Year 2 reporting these changes having occurred, independent of whether liP contributed or not, but for the ability of staff to do their job, significantly more employers in Year 2 than Year 1 that reported this improvement said that liP had played a part (91 per cent vs. 83 per cent in Year 1).

When asked about the overall impact of liP on the organisation, re-contacted employers were largely favourable with just under nine in ten saying liP had had a positive impact on the organisation, and around three in ten (28 per cent) saying it had had a *significant* positive impact. Only one per cent felt it had had a net negative overall effect. However, despite this generally positive picture, employers were much less likely (a fall of 14 percentage points) to say that liP had had a *significant* positive impact for their organisation when interviewed in Year 2 than was the case when these same employers were interviewed in Year 1. To reduce the likelihood of liP's impact fading in the eyes of employers, liP specialists need to maintain and build the relationship with employers not just in the immediate period after recognition but in subsequent years.

6.1 The impact of liP over time

This chapter examines the extent to which re-interviewed employers feel achieving the liP Standard has impacted on their organisation and delivered internal and external improvements. Clearly compared with new recognitions these employers have had an extra 12 months for these improvements to have taken place. Re-contacted employers were asked about any improvements they may have seen since their recognition and the extent to which liP was responsible for bringing about these improvements. The key interest is in whether the benefits of liP have continued, stagnated or indeed worn off compared against their responses given 12 months earlier in the Year 1 survey.

We examine organisational improvements experienced since becoming recognised as an liP company. This is followed by a discussion of the extent to which these improvements had taken place as a result of liP.

Overall the picture for re-contacted employers seems to have become more positive over the last year, and in a number of areas a significantly greater proportion of organisations have seen business improvements during their second year of accreditation than reported them in the first 12 months after recognition.

Table 6.1 outlines the changes that re-contacted employers have experienced since recognition. *Note, this is not showing whether employers feel liP contributed to these improvements, something which is discussed later in the chapter.* The right-hand column shows the percentage point change in the level of improvement reported by the re-contacted employers when they were interviewed for the Year 1 survey compared to Year 2 (a positive figure shows that more employers in the Year 2 survey report an improvement, noting for some factors an improvement is an increase and for others a decrease). The table also shows whether differences are statistically significant (marked by an arrow). Please note that data reported here is un-weighted to allow for comparison with results from Year 1.

There were a number of areas where re-contacted employers were significantly more likely to report improvements by Year 2 (whether as a result of liP or not) compared with their responses in Year 1, as follows:

- The quality of products and/or services, reported by 60 per cent of employers in Year 2, compared with 47 per cent of these same employers reporting this improvement in Year 1
- The productivity of their workforce (56 per cent, up from 43 per cent in Year 1)

- Customer satisfaction (51 per cent from 36 per cent when first interviewed).
- For private sector firms profit (from 25 per cent of re-interviewed employers in Year 1 to 40 per cent in Year 2) and turnover/sales (from 30 per cent to 43 per cent in Year 2).

Table 6.1: Changes to employers since IiP recognition for Re-contacts

		Increased	Stayed the same	Decreased	Too early / Don't know	Percentage improvement in change from Year 1
Product / service quality	%	60 ↑	36	2	2	+13
Productivity	%	56 ↑	41	1	1	+13
Staff ability	%	62	36	1	1	+7
Turnover	%	43 ↑	41	11	6	+13
Customer satisfaction	%	51 ↑	45	-	4	+15
Profit	%	40 ↑	39	13	9	+15
Number of new clients or amount of work	%	55	33	6	6	n/a
Competitive advantage	%	54	38	2	6	n/a
Absenteeism	%	6	73	18	2	+4
Staff commitment	%	46	51	1	2	+1
Staff turnover	%	10	73	14	3	+5
Recruitment costs	%	10	71	11	8	+3
Disciplinary action	%	10	70	16 ↑	4	+11
Quantity of job applicants	%	31 ↑	58	3	8	+8
Quality of job applicants	%	20 ↑	65	5	10	+9
Effectiveness of management policies	%	58	39	1	2	n/a
Quality of leadership skills	%	68	30	1	2	n/a

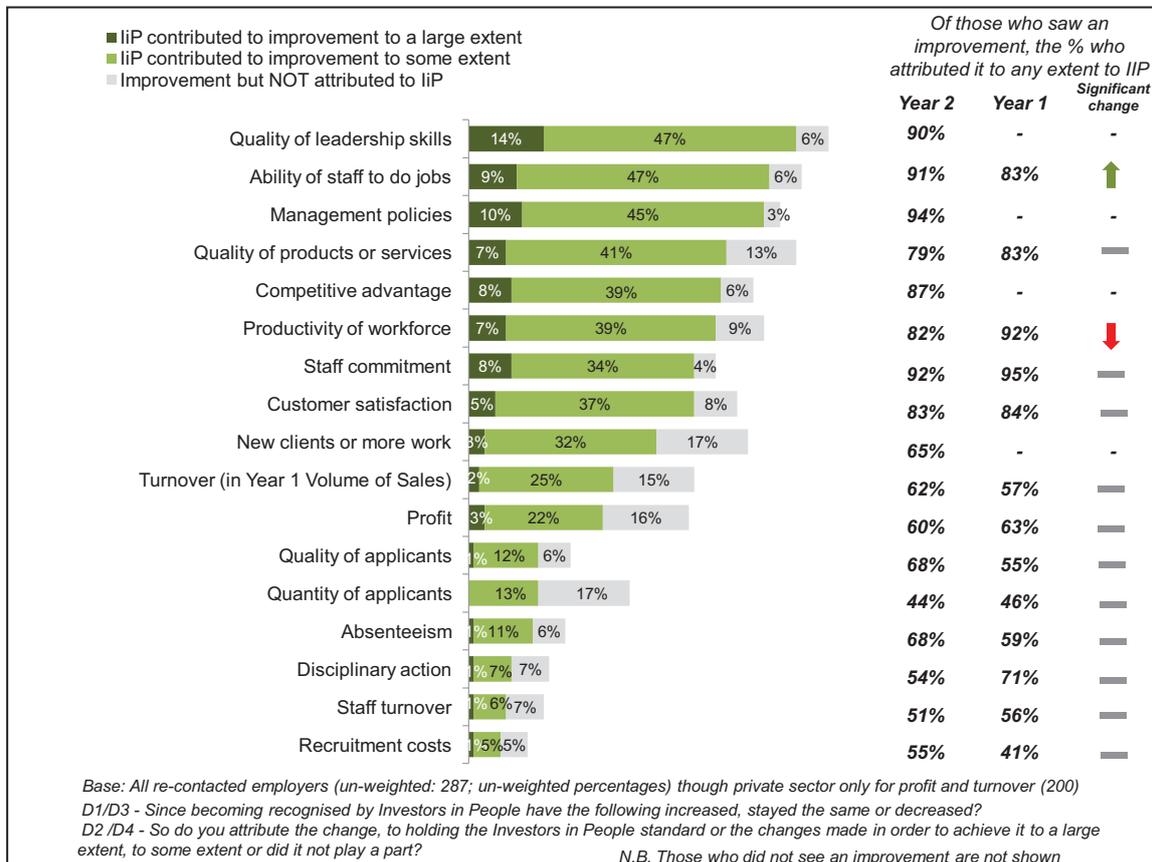
Base: All re-contacted employers (un-weighted: 287; un-weighted percentages) though private sector only for profit and turnover (200)

Source: Survey (un-weighted data) – QD1 / QD3-Since becoming recognised by Investors in People have the following increased, stayed the same or decreased?

Positive changes are shown emboldened. Significant change in business improvement from year 1 marked with an ↑

Most re-contacted employers felt the improvements in each area could be attributed at least in part to holding liP, though liP was much more likely to be described as having contributed to some extent rather than a large extent, and hence liP seems to be viewed as a contributory factor in the improvements rather than the main factor. For all measures, the proportion of those who felt that liP had contributed to a large extent had not changed significantly compared with Year 1, and where increases in the attribution had occurred this was a result of more saying liP had contributed to some extent. The extent to which improvements were attributed to holding liP is depicted in Figure 6.1. The chart shows the proportion of re-contacted employers who saw an improvement in each area and whether liP was felt to have impacted on this improvement to a large extent or to some extent.

Figure 6.1: Extent liP has impacted on the improvement (re-contacted employers)



It can be seen that many of the most commonly reported areas of improvement resulting from liP relate to leadership and management skills, productivity and the ability of staff to do their jobs. These were mentioned by around half to three-fifths of re-interviewed employers. Around half of re-interviewed in Year 2 also mentioned liP as helping lead to improvements in their competitive advantage and in the quality of their products or services.

There has been a marked increase in the proportion of Year 2 employers reporting improvements to which liP contributed, in particular customer satisfaction (an increase of 12 percentage points from Year 1 to Year 2), the ability of staff to do their job (an increase of 10 percentage points), and turnover (10 percentage points). The findings suggest that the impact of liP strengthens over time in these areas.

On many measures re-contacted employers who had maintained a relationship with an liP specialist and had had contact with them in their second year of accreditation were more likely to report that liP had led to these improvements. This was particularly marked for liP leading to an improvement in customer satisfaction (51 per cent compared to 37 per cent of those who had had no contact).

Figure 6.1 also shows that in a number of areas the proportion saying liP played no part in the improvement was noticeably higher than average: improvement in profit and in turnover (16 per cent and 15 per cent respectively of private sector firms felt these had increased but not because of liP); acquiring new clients or more work (17 per cent of all re-interviewed employers); and the quantity of job applicants was a result of holding liP status (17 per cent). In regard to an increase in the quantity of applicants more thought liP played no role than felt it had contributed.

The proportion experiencing an improvement that attribute this, at least in part, to liP is shown in the columns on the right-hand-side of Figure 6.1 for re-contacted employers in Year 1 and Year 2 (some statements were only asked in the second year of the survey and hence just one year's data is shown).

The one area where employers have become more likely to attribute an improvement to liP between years 1 and 2 is in the ability of staff to do their job.

In terms of productivity of the workforce on the other hand, re-contacted employers were less likely to report that the improvement had been due to liP over the two years of the evaluation.

Within the questionnaire a number of questions were asked around the levels of profit and turnover within re-contacted employers before and after liP accreditation in order to try and quantify the impact felt by holding liP (as calculated for training in Figure 4.5). However, even with a quarter of re-contacted employers acknowledging liP contributing to improvements in these areas, these businesses found it very difficult to give specific figures for these financials and the final figures were too small for meaningful analysis.

6.2 Perceived overall business benefits of liP

When asked about the overall impact of liP on the organisation, re-contacted employers in Year 2 were largely favourable with just under nine in ten saying liP had had a positive impact on the organisation (88 per cent), and around three in ten (28 per cent) saying it had had a *significant* positive impact. Only one per cent felt it had had a net negative overall effect.

Those making more than minimal changes to achieve recognition, and those with fewer than 25 staff were more likely to report a significant positive impact from involvement with liP (37 per cent and 35 per cent respectively). It was interesting though that the figure did not vary between those with higher level or standard level achievement. Nor did the figure vary significantly by whether the employer had seen an liP specialist in the previous 12 months or not.

However, despite this generally positive picture, re-interviewed employers were much less likely (a fall of 14 percentage points) to say that liP had had a *significant* positive impact for their organisation in Year 2 than was the case when (these same employers were) interviewed in Year 1. The fall of 14 percentage points occurred relatively equally across all groups of employers (e.g. whether they made minimal or more substantial changes to achieve liP, by the level attained, by size etc.).

6.3 Conclusions

Results suggest that significant impacts of liP occur, or are seen as occurring, in working towards liP and in the immediate 12 months following recognition. Following this, employers are less likely to consider liP brings significant overall benefits to the organisation. It is unlikely that the actual benefits reported by employers when they were first interviewed in Year 1 have actually reduced, and more likely that once the step change has occurred and new or improved working practices are introduced and then become 'normalised', that employers are less likely to consider liP as leading to significant beneficial outcomes. In order to reduce the likelihood of liP's impact fading in the eyes of employers, liP specialists need to maintain and build the relationship with employers not just in the immediate period after recognition but in subsequent years.

7 Employer perceptions of the value of liP

Chapter Summary

Year 2 new recognitions were reasonably positive about their overall liP experience:

- 59 per cent rate it as good value; 11 per cent thinking it poor value
- 78 per cent were very satisfied overall; five per cent were dissatisfied
- 72 per cent were very likely to recommend liP, compared with nine per cent that would not

On all these measures the same groups of employers were more positive than average: those making more substantial changes to their practices / policies to achieve liP, those achieving the higher banding, those with more frequent dealings with a specialist when working towards recognition, and those in the North of England and Northern Ireland.

Notwithstanding generally positive findings:

- The proportion of new recognitions very satisfied overall is lower among Year 2 new recognitions (78 per cent) than was found in Year 1 (84 per cent)
- Among employers interviewed both in Year 1 and Year 2 of the survey, there were large falls in the percentage very satisfied overall (a fall of 26 percentage points), and those think liP good value for money (a fall of 13 percentage points).

Results therefore indicate that in their second year following recognition some of the very positive views of liP fade, with employers quite often becoming 'quite' rather than 'very' positive about liP. This suggests this is an important time for liP specialists to keep in contact with employers in order to maintain the momentum of what is achieved in the period working up to and immediately following recognition.

Overall just over half (56 per cent) of Year 2 new recognitions definitely plan to renew and an additional one in four (25 per cent) think it very likely. This represents no significant change from the findings among new recognitions in Year 1. However, among those interviewed both in Year 1 and Year 2 there has been a decrease of 15 percentage points in the proportion who say they will definitely renew, which again emphasises the importance of continuing to work to build the relationship with employers in the 12-24 month period after recognition.

This chapter looks at overall measures relating to employer involvement in liP looking at value for money, overall satisfaction, willingness to recommend liP, and likelihood to renew. We also examine responses on an open question regarding the one change employers would make regarding their experience of liP. Finally it examines awareness of the New Choices initiative.

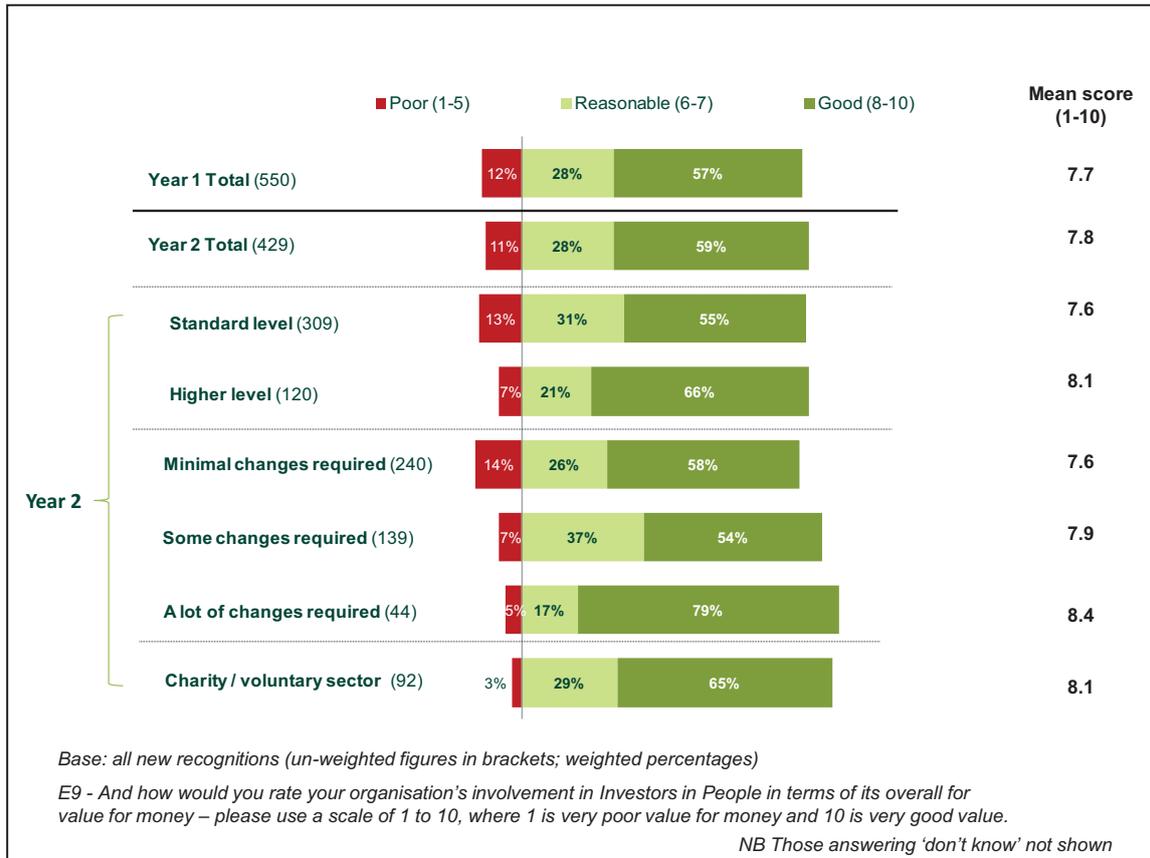
7.1 Value for Money

Clearly a key indicator of the overall impact and effectiveness of liP is its perceived value for money. We analyse:

- Year 2 new recognitions and see how these compare with Year 1 new recognitions to assess if there is any indication that liP is delivering improved value for money
- Which types of new recognition employers in Year 2 are particularly likely to report liP as delivering good value for money
- Among re-contacted employers (those interviewed in Year 1 and Year 2) how the perceived value for money has changed.

There has been no significant change in the perceived value for money of liP among new recognitions in Year 2 compared against Year 1. In Year 2 around three-fifths (59 per cent) rate the value for money of liP as good and over a quarter (28 per cent) rate it as reasonable value. The overall mean score was 7.8, very similar to Year 1 (7.7). Results are shown on the following chart.

Figure 7.1: Perceived value for money of liP (new recognitions)



Newly-accredited liP employers achieving higher levels of recognition and those indicating that they needed to make a lot of changes to their business practices to achieve recognition were much more likely than average to regard liP as good value for money compared to the average. Those in the charity / voluntary sector were also particularly positive about the value for money of liP (a mean of 8.1). Mid-sized firms (25-99 staff) were the most positive, with two-thirds (64 per cent) regarding liP as good value (and a mean score of 8.0). The smallest organisations with fewer than 25 staff were more likely to think liP poor value for money (15 per cent) than the average (11 per cent), but were slightly more positive than the largest organisations about it being good value (59 per cent compared with 53 per cent of those with 100 or more staff), hence the smallest employers were more polarised than other employers about its value.

There is an interesting spread by country and indeed England region as Table 7.1 illustrates. Although some figures should be treated with caution due to low base sizes, there are indications that employers in Northern Ireland rate their involvement with liP far more highly in terms of its value for money than employers in other areas (87 per cent reported liP as being good value for money, compared to the average of 59 per cent).

Table 7.1: Perceived value for money of liP by country / region (Year 2 new recognitions)

	England	North	Midlands	South	Northern Ireland	Scotland	Wales
<i>Base:</i>	255	89	89	76	45	29	100
Good value for money (8-10 /10 rating)	56%	61%	54%	52%	87%	42%	65%
Value for money (mean score 1-10)	7.6	7.8	7.6	7.5	9.0	6.8	8.1

Base: All Year 2 employers (un-weighted: 429; weighted percentages and means)

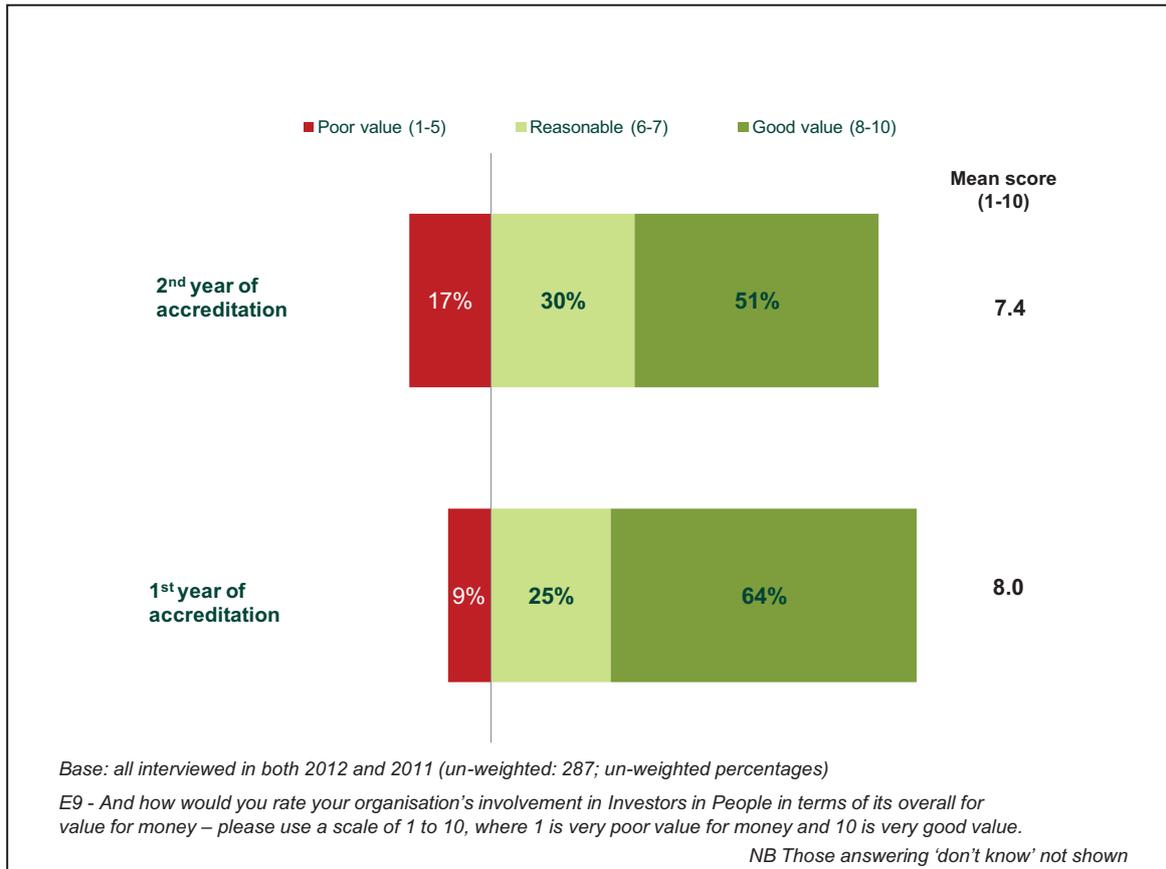
Source: Survey (weighted data) – E9 - How would you rate your organisation/site/department's involvement in Investors in People in terms of its overall value for money? Please use a scale of 1 to 10, where 1 is very poor value for money and 10 is very good value.

Perceived value for money also appears to be influenced by the frequency with which employers see an liP specialist during the recognition process. Among those seeing the specialist every day / every few days 83 per cent rate liP as good value for money compared to the average (59 per cent). This falls quite sharply to 68 per cent among those seeing a specialist once a week and 66 per cent among those seen once a fortnight, to 57 per cent among those seeing a specialist once a month and 54 per cent among those seen less frequently. Among those not seeing a specialist at all during the recognition process only just over two in five (42 per cent) were very satisfied with the value for money of liP.

Overall results suggest that the perceived value for money of liP is influenced both by the changes made to achieve the standard but also the support provided in the journey to achieving recognition.

Figure 7.2 shows that the perceived overall value for money of liP reduces by the time of the second survey. There has been a fall of 13 percentage points in the proportion thinking liP is good value for money (a score of 8 to 10 on a 1-10 scale) from Year 1 to Year 2, and an increase of eight percentage points in the percentage rating liP as poor value for money (a 1-5 rating).

Figure 7.2: Perceived value for money over time (re-contacts)



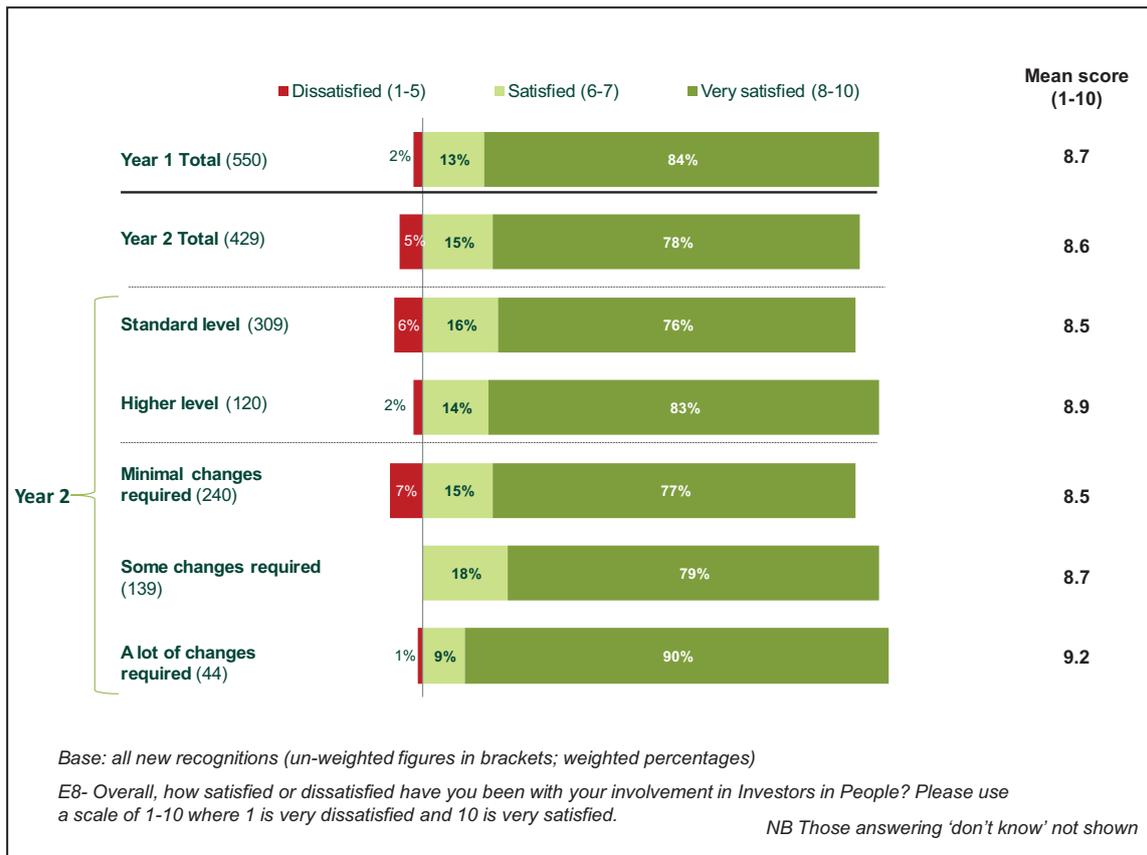
Clearly lower ratings of value for money may reflect perceived diminishing impact of liP over time as changes introduced as a result of liP become the norm for the organisation. The fall in the perceived value for money over time occurred across all organisational characteristics. Notable exceptions include the proportion of re-contacts with a higher-level award scoring liP as good value (80 per cent) compared to the average (50 per cent). Firms implementing a lot of change were also more likely to rate liP as good value for money (62 per cent).

It is noticeable that re-contacted employers that had dealings with their liP specialist in the preceding 12 months (i.e. in the second year following recognition) – a minority of employers (36 per cent) - were significantly more likely to rate liP as providing good value for money (61 per cent) than those with no contact at all (44 per cent). This indicates the importance of forging and maintaining on-going relationship with employers.

7.2 Overall Satisfaction

Results indicate that a high proportion of Year 2 new recognition employers (78 per cent) were very satisfied overall with liP (giving a rating of 8-10 on the 10-point scale). This figure has fallen significantly in comparison with Year 1 (84 per cent). Results are shown in the following chart, which shows figures overall for Year 1 and for Year 2, and among some sub-groups in Year 2.

Figure 7.3: Overall satisfaction (new recognitions)



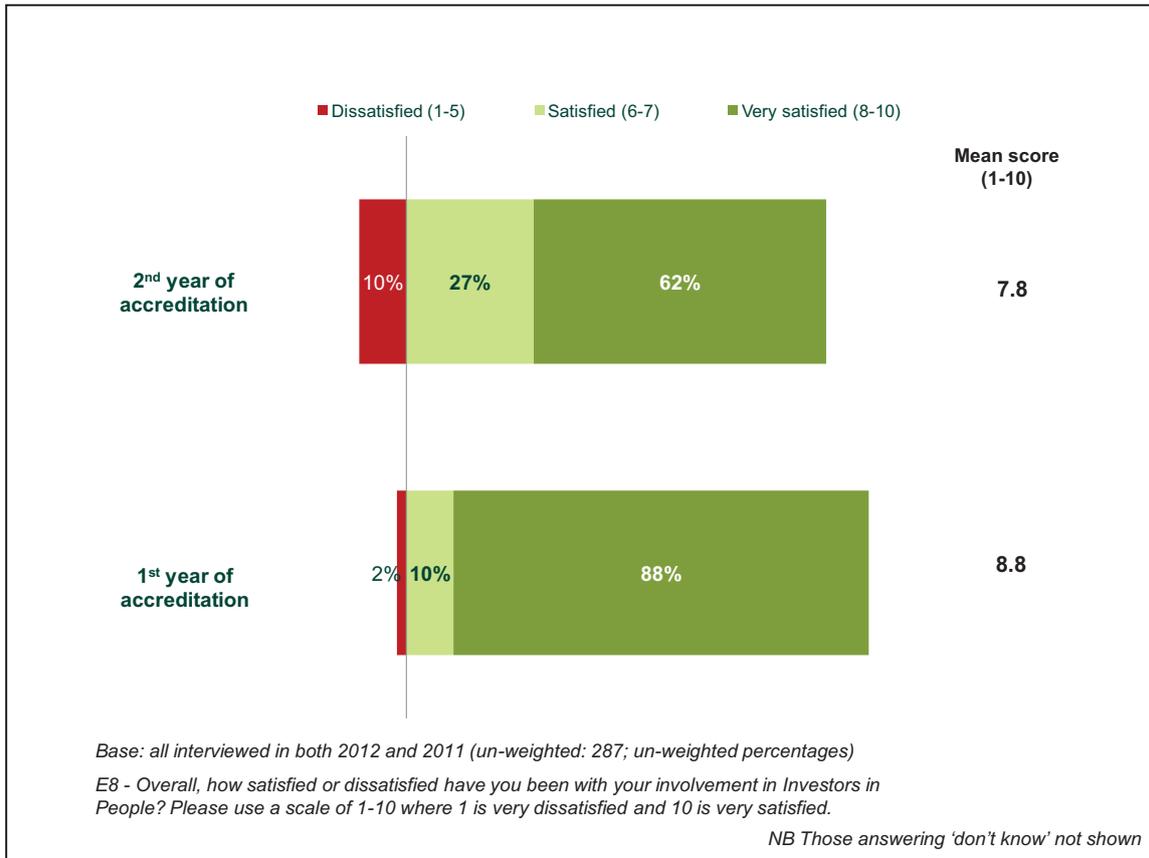
It is noticeable that overall satisfaction is highest among newly-recognised employers that needed to make a lot of changes to achieve liP (90 per cent very satisfied) and those that had achieved higher level recognition (83 per cent). Mean scores are 9.2 and 8.9 among these respective groups, compared against 8.6 among all Year 2 new recognitions.

Results suggest that satisfaction may be somewhat lower in Scotland (though a low base size of 29 respondents needs to be noted, hence caution is required) – here less than two-thirds (63 per cent) were very satisfied overall. In comparison just under four-fifths were very satisfied in England (78 per cent, on a base of 255 new recognitions) and Wales (79 per cent on a base of 100 respondents), with this figure higher in Northern Ireland (84 per cent on a base of 45 respondents). None of these differences are statistically significant.

Results indicate that new recognitions having more frequent meetings with an liP specialist when working towards recognition are significantly more satisfied overall with liP. Among Year 2 new recognitions having meetings with a specialist more often than once a month when working towards recognition 88 per cent were very satisfied overall with liP. Where meetings took place once a month or less often, the proportion very satisfied overall falls significantly to 74 per cent. (Among the small number not having any meetings, a low base of 19 respondents, only 59 per cent were very satisfied and 12 per cent were dissatisfied).

As found with value for money, overall satisfaction among those employers interviewed both in Year 1 (in the 12 months after they were newly recognised) and again in Year 2 shows a sharp fall by the time of the second survey. This is shown in the following chart. There has been a sharp fall of 26 percentage points in the proportion very satisfied with liP from Year 1 to Year 2, and an increase of eight percentage points in the percentage dissatisfied (a 1-5 rating).

Figure 7.4: Overall satisfaction over time (re-contacts)



The fall in satisfaction among re-interviewed businesses occurred across all size bands, all nations, and by whether they needed to make significant or only minor changes to their working practices to achieve liP. However it was noticeable that the fall in satisfaction was lower for those achieving higher level awards (among whom the mean fell from 9.0 to 8.5, though a low base of 21 respondents needs to be noted, and the result treated as indicative only) than for those with standard level accreditation (among whom the mean fell from 8.8 to 7.8).

Re-contacted employers that had dealings with an liP specialist in their second year following recognition (i.e. in Year 2 of the survey) were far more likely to be satisfied with their overall liP experience, with 73 per cent very satisfied, compared to 57 per cent of those having no contact. These results again highlight the positive impact that liP specialists have, and the need to continue to develop the relationship with the employer after recognition.

7.3 Recommending liP

The extent to which employers would recommend the liP standard is both a proxy for satisfaction, but also identifies customer loyalty and the willingness to act as an advocate. Respondents were asked to what extent they would recommend the liP standard on a scale from 1 to 10 with 1 being 'not at all likely' and 10 'extremely likely'. Results are summarised on the following chart for Year 2 (there are no Year 1 comparisons as the question was not asked) showing these respondents into those giving a 1-5 rating (not very likely), those giving a 6 or 7 rating (quite likely) and those giving an 8-10 rating (very likely), as well as a mean score from 1 to 10.

Figure 7.5: Likelihood to recommend liP



Most new recognitions in Year 2 were very likely to recommend liP (72 per cent), compared against 18 per cent quite likely and nine per cent not very likely. Among employers re-interviewed in Year 2 most were still very likely to recommend liP (65 per cent), but this proportion is significantly lower than found among new recognitions. As with overall satisfaction this suggests that the very positive views held in the immediate 12 months after achieving their new recognition fade somewhat in the 12-24 month period after recognition.

Whether looking at results among recent (last 12 months) new recognitions or those newly recognised 12-24 months ago, the same groups tend to be more likely to recommend liP. This particularly applies to the following groups (figures are based on recent new recognitions, as the base sizes for this group is larger):

- Those achieving a higher level award (a mean of 8.6 vs. 8.2 among new recognitions achieving the 'standard' level).
- Those having to make a lot of changes to achieve liP (a mean of 9.0 vs. 8.1 among those having to only make minimal changes).

Among recent new recognitions there were also signs of higher than average likelihood to recommend among:

- Employers based in Wales (a mean of 8.5) and Northern Ireland (8.7, though a low base of 45 respondents needs to be noted) and the North of England (8.8). (Table 7.2 summarises results by delivery centre)
- Those in the charity / voluntary sector (a mean of 8.6 and among whom almost half, 47 per cent, were extremely likely to recommend liP i.e. a 10 out of 10 rating).
- Those having more frequent meetings with an liP specialist when working towards recognition. Among those having meetings more often than once a month 87 per cent would be very likely to recommend liP, which falls to 72 per cent among those seeing an liP specialist once a month, and to 61 per cent among those seen less often or not at all.

Predictably there is a close correlation between overall satisfaction with liP and the likelihood to recommend it. Among recent new recognitions giving a high (8-10 satisfaction score) half (49 per cent) would be extremely likely to recommend the Standard (a rating of 10/10). On the other side of the coin, just over half of the small number (18 respondents) dissatisfied overall would not be likely to recommend liP (that some of these respondents would still recommend the Standard suggests that while they recognise their involvement had not necessarily worked for them it may still benefit other employers).

Table 7.2 shows differences for both recommending and overall satisfaction by country / region among Year 2 new recognitions. On both measures, employers in the North of England and Northern Ireland are more positive than average, those in Scotland less positive.

Table 7.2: Satisfaction and likelihood to recommend liP by country / region (Year 2 new recognitions)

	England	North	Midlands	South	Northern Ireland	Scotland	Wales
<i>Base:</i>	255	89	89	76	45	29	100
Very satisfied overall (8-10 /10 rating)	78%	80%	77%	78%	84%	63%	79%
Satisfied overall (mean score 1-10)	8.6	8.8	8.6	8.4	8.7	8.1	8.7
Likely to recommend (8-10 /10 rating)	72%	83%	65%	68%	76%	61%	77%
Likely to recommend (mean score 1-10)	8.3	8.8	8.0	8.2	8.7	7.9	8.5

Base: All employers (Year 2 new recognitions un-weighted: 429; weighted percentages and means)

Source: Survey (weighted data) – 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.

Survey (weighted data) – E9a - How likely are you to recommend the Investors in People standard? Please rate on a scale of 1 to 10, where 1 is not at all likely and 10 is extremely likely.

7.4 Changing importance of liP to re-contacted employers

In this chapter to date we have seen that among employers re-interviewed in Year 2, while still positive for such aspects as overall satisfaction and value for money results are less positive than given by these same employers 12 months earlier.

To assess the extent to which liP remains a key aspect of the business, re-contacted employers in Year 2 were asked specifically whether the importance of liP to the organisation or site had increased, decreased or remained unchanged in the previous 12 months. Results are reasonably favourable with more saying its importance had increased (16 per cent) than decreased (seven per cent), but with most clearly indicating that there had been no change (76 per cent) or unsure (one per cent).

Public sector employers were significantly more likely than average to say liP's importance had *decreased* over the previous 12 months (18 per cent, compared against 20 per cent saying liP's importance had increased, though a low base of 34 respondents should be noted), while charity / voluntary sector employers were the most likely to say its importance had increased (25 per cent vs. just four per cent saying it had decreased). Results among private sector firms were close to the average (14 per cent said its importance had increased over the last 12 months compared with five per cent saying it had decreased).

Contact with an liP specialist during Year 2 again appeared to have had a favourable impact on employers' views of the importance of liP, as almost a quarter of those who had had contact in this time felt the importance of liP had increased over the prior 12 months (23 per cent) compared against 12 per cent of those who had not had contact. (It may be, of course, that the higher levels of perceived importance are not a *result of* the dealings with the liP specialist but instead those who see the importance of liP increasing are more likely to initiate contact or respond positively to requests for meetings.)

Although base sizes are relatively low and hence caution is needed in interpretation those in Northern Ireland were particularly positive (36 per cent said liP's importance had increased compared to six per cent saying it has decreased, this on a base of 38 respondents).

Where liP's importance had increased this was usually because clients value or require it (31 per cent), it has benefited the organisation (22 per cent), staff value it (15 per cent), or it has led to further developments and improvements (13 per cent). Those saying its importance had decreased tended to focus on cuts to budgets, training or staff having reduced the opportunity to train and develop staff (33 per cent), clients or funders being indifferent to liP (12 per cent), that it had not been particularly beneficial (11 per cent) or that they had new owners or senior staff who were less interested in the Standard (11 per cent), though some admitted that they lost focus on liP and the change was not the fault of the Standard itself (16 per cent).

7.5 Likelihood to renew

Perhaps the acid test success measure is the likelihood that employers will renew. Encouraging responses in Table 7.3 show that over half (56 per cent) of recent (Year 2) new recognitions say they will definitely renew, with an additional one in four very likely (25 per cent). Just one per cent had decided not to renew. There has been no significant change in the likelihood to renew among recent new recognitions from Year 1 to Year 2.

Looking at the proportion of new recognitions in Year 2 who say they will definitely renew, the figure was significantly higher than average among those that needed to make a lot of changes to achieve recognition (76 per cent). The figure did not vary significantly by size of company, country or by whether the company had been recognised to a higher or the 'standard' level.

Slightly less positive is that among employers interviewed in both waves, there has been a fall from Year 1 to Year 2 of 15 percentage points in the proportion who say they will definitely renew, and an increase of eight percentage points in the proportion who will only probably renew. This clearly indicates that employers are much more positive about liP in the immediate 12 months following their first recognition than they are in the second year following recognition. (It is worth noting that re-contacted employers that had dealings with an liP specialist in the previous 12 months were more likely to say they would *definitely* renew (47 per cent) than those that had not (38 per cent), though this difference is not statistically significant.)

Results are summarised in the following table which shows in the first two columns results for new recognitions, and in the final two columns a comparison (using un-weighted data) of how re-contacted employers answered in Year 1 and then in Year 2.

Table 7.3: Likelihood to renew

	New recognitions		Re-interviews	
	Year 1	Year 2	Year 1 (un-weighted)	Year 2 (un-weighted)
<i>Base: all</i>	550	429	287	287
	%	%	%	%
Definitely will	54	56	56	41
Very likely	25	25	24	24
Probably will	13	14	14	22
Probably / definitely will NOT	1	1	*	4
Too early to say / don't know	6	4	6	8

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

Employers were asked why they would or would not be likely to renew. The base size for those unlikely to renew is low, but responses suggest it relates to not being able to afford it and / or their not gaining enough benefits. The likelihood of year 2 new recognitions renewing with liP centred on wanting to maintain standards (23 per cent), it being good for business and providing a competitive advantage (23 per cent), improving performance (19 per cent), and it being seen as a good thing to have (19 per cent). It is interesting that those that needed to make minimal changes to achieve liP recognition were significantly more likely to mention wanting to renew to maintain standards (26 per cent) than among those needing to make a lot of changes (11 per cent). On the other hand, organisations reporting needing to make a lot of changes to achieve the Standard were significantly more likely (42 per cent) to want to renew to improve their organisation's performance than the average (19 per cent).

Other reasons for Year 2 new recognitions wanting to renew included it being considered good to have external assessment or an external benchmark (13 per cent, though this more important for public sector organisations at 20 per cent) and it increasing staff commitment and motivation (12 per cent, again a more important reason for public sector organisations (22 per cent) than for private sector ones (nine per cent).

7.6 Improvements desired

All respondents were asked, 'if you could make one change to your experience of the Investors in People standard, what would it be?' Almost three-fifths said nothing, leave it as it is (42 per cent) or could not think of anything (16 per cent). Among the main suggestions made by recent new recognitions were:

- Make the process less complicated/smoothen including giving clearer information (nine per cent)
- Reduce the cost of liP assessment (eight per cent)
- Improve communication from advisers/assessors including follow-up contact (five per cent)
- More knowledgeable advisers/assessors (three per cent)
- Tailor the process more to suit the organisation (two per cent)
- Tailor the content more to suit the organisation (two per cent)

Other changes desired sometimes related to their own organisation's involvement in liP including wishing they had done liP sooner (one per cent of new recognitions) and wishing they had gone for a higher banding (two per cent). The higher banding received a number of mentions: some new recognitions would have liked more information about the bandings as their desired improvement in their experience (one per cent), but the same proportion wanted the bandings got rid of (one per cent).

Other specific changes desired included wanting more advice on best practice and implementing recommendations (one per cent) and wanting more say in which/how many of their staff are interviewed (one per cent). Although mentions of these individual items are low, this is a spontaneous question and it is likely these views are held by many more employers (i.e. the proportion desiring each change would be much higher if the option had been presented to them as a prompted question).

The results discussed to date on the desired improvements in their overall experience of liP have been taken from new recognitions in Year 2. It is interesting that among re-contacted employers (who were first recognised in the June 2010 to July 2011 period) by far the most common response, mentioned spontaneously by 14 per cent was for more or better communication / follow-up from advisers/assessors. This is clearly strong evidence that many employers want continued contact and advice after recognition, and this should not be confined to the immediate period after achieving the Standard.

7.7 New Choices and higher levels recognition

In 2009 liP launched 'New Choices' which recognises further achievement in liP criteria by allowing employers to receive Bronze, Silver, Gold and Champion level recognition. In the Year 1 survey (conducted from August to October 2011) we found that nine per cent of new recognitions (those recognised for the first time between July 2010 and June 2011) had achieved these higher level bands, while the vast majority (89 per cent) of those achieving the 'standard' level claimed to be aware of the Bronze, Silver, Gold and Champions level extensions to the liP Standard (indeed 61 per cent of 'standard' level new recognitions claimed to be fully aware of and understand the requirements of these bands).

We have already noted for the Year 2 survey, the proportion of new recognitions that had achieved a higher, extension level had risen significantly to 30 per cent. However, awareness in Year 2 among new recognitions achieving the standard level had not changed, with 87 per cent aware of the higher bandings. Indeed the proportion claiming to be fully aware of and to understand the requirements of these bands had fallen to 50 per cent, from 61 per cent in Year 1. This suggests that marketing, publicity and information about the extension levels has not been as prominent over the last 12 months or so as it was after New Choices was launched.

Awareness of the higher bands is much lower in Wales, where almost a quarter (23 per cent) of standard-level new recognitions in Year 2 had not heard of the higher levels (against the UK average of 13 per cent), and only a third (34 per cent) felt they were fully aware of and understood the higher bandings (against the UK average of 50 per cent).

It is interesting that standard-level new recognitions in Year 2 that felt they had to make a lot of changes to achieve recognition were much more likely than average to be fully aware of the higher bandings (73 per cent) suggesting that they may have explored these higher levels when pursuing liP recognition.

We have discussed in the preceding paragraphs that while there has been an increase in the proportion achieving higher level recognitions, awareness and understanding of these higher levels among those attaining standard level recognition has fallen. This broad finding is confirmed when looking at results among employers interviewed in both Year 1 (in the 12 months following accreditation) and Year 2 (12 months later) that had achieved the standard level recognition. Among these 266 respondents the proportion feeling themselves fully aware of the banding and understanding their requirements had fallen. This is shown in the following table.

Table 7.4: Level of awareness of extensions to liP among re-contacted employers

	Year 1 (2011)		Year 2 (2012)	
	All	100+	All	100+
<i>Base: all re-contacted employers achieving standard level accreditation (un-weighted percentages)</i>	266	27	266	27
	%	%	%	%
Fully aware of and understand the requirements of these bands	59	70	36	21
Aware of the terms but unsure what the requirements for these standards are	28	30	52	64
Unfamiliar with the terms	12	-	12	12

Source: Survey – 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?

This suggests that in the period when they are working towards accreditation (and soon afterwards) employers develop quite high levels of understanding about the extension, higher levels of liP, but this awareness soon fades. This indicates both specifically in relation to the higher level of awards but also about liP more generally, that it cannot be assumed that employers will continue to acquire information about liP of their own accord following recognition, and continuing communication is required to keep them informed.

7.8 Conclusions

Results show reasonably positive findings for recent new recognitions in regards to overall satisfaction with liP, willingness to recommend the Standard, and the likelihood to renew, with these at broadly similar levels as found among new recognitions in Year 1 of the survey.

On all these measures the same groups of employers tend to be more positive than average: those making more substantial changes to their practices / policies to achieve liP, those achieving the higher banding, those with more frequent dealings with a specialist when working towards recognition, and those in the North of England and Northern Ireland. Results therefore suggest that: employers need to be encouraged to stretch themselves when working towards the Standard, and if appropriate be encouraged towards the higher bandings, and that liP specialists should keep regular contact with employers throughout the recognition process. Differences in the method of delivery across different centres is worthy of further work to help develop best practice.

As discussed throughout the chapter, results reveal that in their second year following recognition some of the very positive views of liP fade, with employers becoming more likely to be quite rather than very positive about the Standard. This suggests this is an important time for liP specialists to keep in contact with employers in order to maintain the momentum of what is achieved in the period working up to and immediately following recognition.

8 Conclusions

This report has considered whether employers' experiences of the accreditation process have changed over time, both by comparing views of newly recognised employers in Year 1 of the survey (employers recognised from July 2010 to June 2011, interviewed in the 12 months following recognition) to those in Year 2 (newly recognised from July 2011 to June 2012), and by assessing the on-going impact of liP by re-interviewing new recognition employers from Year 1 again for the current survey (hence in the 12-24 month period after becoming recognised for the first time). The research had a number of objectives to evaluate the accreditation process and liP impact; key findings in relation to these and highlights of how they have changed over time are described in the following sections.

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

Employers hope to achieve a wide range of internal and external business benefits through their involvement in liP. The main internal motivations were to improve leadership skills and management practices, staff commitment and their ability to do their jobs, and to improve the organisation's training practices. The most common external-facing benefits employers hope to achieve are to increase customer / user satisfaction, improve the quality of their products and services, gain a competitive advantage and attract new clients or bring in more work. Each were mentioned by at least seven in ten Year 2 new recognition employers as benefits they hoped to achieve through their involvement in liP. The same proportion of private sector firms hoped liP would increase their profits and/or turnover. Issues affecting the bottom line (gaining a competitive advantage, attracting new clients, increasing turnover and / or profit) are particularly key for small employers with fewer than 25 staff.

These results indicate that liP is generally seen both as an HR improvement and a business improvement tool, or at least the expectation is that bottom line business benefits will accrue through improved use of the organisation's human resources.

The relevance of liP is confirmed by the fact that the scale of the business benefits that new recognitions actually then went on to achieve in the 12 months following recognition was as expected (68 per cent) or exceeded expectations (22 per cent). This continues to the second year following recognition, where one in six re-contacted employers said liP's importance had increased in the second year following recognition. A further seven per cent reported the importance of liP had decreased.

Further confirmation of the relevance of the Standard is that over four in five new recognitions say they will definitely (56 per cent) or be very likely to renew (25 per cent), showing little change from Year 1 new recognitions. Two-thirds of re-interviewed employers in their second year following recognition say they will definitely renew (41 per cent) or be very likely to do so (24 per cent). This represents a fall from Year 1 to Year 2 among re-interviewed employers of 15 percentage points in the proportion who say they will definitely renew. This clearly indicates that employers are much more positive about liP in the immediate 12 months following their first recognition than they are in the second year following recognition.

- ***To what extent does liP only recognise and codify pre-existing behaviours? What changes are made in organisations during their journey to accreditation?***

Overall, Year 2 new recognitions had the various business and Human Resource-related policies and practices required by / associated with liP in place at the time of the survey. Over 90 per cent of newly-recognised employers surveyed had an appraisal plan, business plan, induction plan, clear processes for consulting staff, equality and diversity policies, and a training plan. Slightly less common were training budgets and processes for assessing management effectiveness. Results are very similar to those found in Year 1 and a significant increase in the proportion of employers with processes for assessing management effectiveness was seen in Year 2 (84 per cent) compared with 78 per cent in Year 1.

Largely, these policies and plans had been in place *before* committing to liP. More new recognitions in Year 2 felt they only needed to make minimal changes to achieve liP (58 per cent), up from 51 per cent in Year 1. The amount of changes required to achieve the Standard is particularly important because findings show that those only needing to make minimal changes are *less* satisfied overall with liP, less likely to recommend liP and less likely to renew.

Overall a third of new recognitions introduced at least one new policy or practice as a direct result of working towards liP. Training plans, staff consultation processes and processes for assessing management effectiveness were most likely to be introduced as a direct result of working toward liP.

However, there is strong evidence to suggest that liP offers a valuable structure and framework for employers *to develop and improve their existing* business and HR plans and procedures. The vast majority (87 per cent) of Year 2 new recognitions reported that they had improved, developed or introduced at least one HR / business policy or practice as a direct result of committing to liP (with most individual policies being developed by around two-fifths of employers).

For re-contacted employers nearly all had developed or improved some of their plans or policies in the second year following recognition, and seven in ten (70 per cent) had introduced or improved at least one plan in the previous 12 months *as a result of their involvement in liP*. This suggests reasonably high continuing influence of liP in the second year following recognition.

- ***What contribution is made to the implementation of liP through the service provided by advisors/assessors at the time of recognition and as on-going support?***

The vast majority of new recognitions in Year 2 (91 per cent) met an liP specialist when they first committed to liP (no change from the level in Year 1) and satisfaction with this session was very high for it helping them understand what they needed to do to achieve liP (scoring 8.7 out of 10 on average). Nearly all new recognitions had dealings with an liP specialist whilst working towards recognition, and employers were very satisfied with the level and quality of support and their explanations of the process (means of 8.9 to 9.0). They were a little less positive about the explanation of the benefits of achieving recognition (a mean of 8.6 though still 80 per cent were very satisfied). Where dissatisfaction existed with advice and information it tended to focus on wanting it tailored more to their organisation, wanting less jargon, and wanting more contact.

For most employers however, the relationship with the liP specialist that began during the accreditation process did not continue after the standard was reached: only a third of those in their second year following accreditation had any contact with an liP specialist in the previous 12 months, and more than a third (36 per cent) of those without contact would have liked dealings with an liP specialist. Most of these wanted to investigate ways to improve further, to discuss their progress or to discuss renewal. Results therefore suggest that more should be done to keep in contact with liP employers. On all key measures re-interviewed employers that had dealings with a specialist in their second year following recognition were more positive: they were more likely to say the importance of liP had increased in the last 12 months (23 per cent) compared to 12 per cent among those with no contact; more likely to regard liP as good value for money (61 per cent) than those without contact (44 per cent); more likely to be very satisfied overall (73 per cent) compared to 57 per cent; and more likely to say they will definitely renew (47 per cent) than re-interviewed employers not having any contact following accreditation (38 per cent).

- ***What is the impact of liP for organisations – has this changed over time?***

liP was described by new recognitions in Year 2 as improving a large number of areas of performance, particularly the quality of leadership skills (68 per cent), management policies (62 per cent), staff commitment (54 per cent), the ability of staff to do their jobs (55 per cent) and productivity (48 per cent). liP was generally described as contributing to these improvements to some rather than a large extent. liP also impacts on employer training: three-quarters of Year 2 new recognitions indicated that some aspect of their training had improved because of their involvement with liP, most often increasing their focus on leadership and management training (56 per cent) or it leading to an increase in the amount or quality of training (each mentioned by around two-fifths). Those employers making substantial changes to their organisation to achieve liP were far more likely to report each positive impact than those making minimal changes. (The differences were far less marked between those achieving the higher and the standard level of recognition).

Comparing results between Year 1 and Year 2 new recognitions suggests generally similar findings regarding the proportion of employers reporting improvements as a result of liP, though there have been encouraging increases in the proportion in Year 2 saying liP has led to an improvement in staff commitment (50 per cent from 41 per cent in Year 1) and in productivity (43 per cent from 37 per cent).

When asked to consider the overall impact of liP on their organisation nearly all new recognitions in Year 2 (95 per cent) felt this had been positive, though fewer than in Year 1 described it as having had a *significant* positive effect (37 per cent) than in year 2 (43 per cent), although the difference is not statistically significant). Those achieving higher level banding, those needing to make more than minimal changes to achieve liP, small organisations with fewer than 25 staff were all more likely than average to report significant positive impacts overall.

There are strong indications that the perceived impact of liP wanes by the second year following accreditation. Although there were some areas where re-interviewed employers in Year 2 were more likely than in Year 1 to mention improvements having occurred due to liP (the ability of staff to do their job, customer satisfaction, and turnover), overall re-interviewed employers were much less likely (a fall of 14 percentage points) to say that liP had had a *significant* positive impact for their organisation when interviewed in Year 2 than was the case when (these same employers were) interviewed in Year 1. This fall occurred relatively equally across all groups of employers (e.g. whether they made minimal or more substantial changes to achieve liP, by the level attained, by size etc.). This finding confirms the need to work with employers after recognition to help ensure they are encouraged to continue to improve (and to keep the role of liP top of mind).

- ***Did liP accreditation meet the expectations of new recognitions?***

New recognitions were very positive about their liP experience. Just over two-thirds (68 per cent) reported that benefits of holding liP were as they expected and a fifth (22 per cent) felt benefits were higher. There has been no significant change in the extent to which liP met or exceeded their expectations between Year 2 and Year 1 new recognitions, suggesting that employers continue to enter their liP journey with broadly correct assumptions of the scale of benefits their organisation will experience as a result of accreditation. Nor has there been a change in the perceived value for money of liP: the majority of new recognitions think it good value for money (59 per cent, no significant change from the 57 per cent found in Year 1) though this remains an area where a reasonably high proportion are negative (11 per cent think liP poor value).

Similarly overall satisfaction remains reasonably high, with 78 per cent of Year 2 new recognitions very satisfied and 15 per cent fairly satisfied (though the proportion very satisfied is lower than the 84 per cent in Year 1). The likelihood that new recognitions will renew remains high (and very similar to Year 1), with over half reporting they would definitely renew (56 per cent) and an additional 25 per cent very likely. One challenge though is that re-interviewed employers were far less likely in Year 2 to say they would definitely renew (41 per cent) than in year 1 (56 per cent), again suggesting liP needs to continue to work closely with these employers.

- ***Is liP meeting the ongoing expectations of re-contacted employers?***

On nearly all overall measures such as overall satisfaction, value for money, the overall net gains of liP, the likelihood to recommend liP, and the likelihood to renew, employers have a less positive perception of liP in their second year following accreditation compared to their first. For example, the proportion rating liP as good value for money was 13 percentage points lower in Year 2 than when these same employers were interviewed in Year 1 (and the proportion rating liP poor value had increased by eight percentage points), and for overall satisfaction with liP the proportion very satisfied fell by 26 percentage points from Year 1 to Year 2 (with the proportion dissatisfied increasing by eight percentage points).

While attitudes are still very favourable to liP overall, these results indicate perceptions had faded somewhat by the second year of accreditation. While this is to be expected to some degree, and will reflect some of the practices introduced or developed becoming normalised within these organisations, the results suggest that liP needs to make every effort to continue to work with organisations after recognition to ensure that liP remains important rather than just something employers work on in short bursts at the time they seek recognition or renewal. It should be noted that on nearly all findings, employers that achieved the higher level accreditation and that made substantial changes to achieve liP were far more positive about what they have gained from their involvement in liP. This suggests the need to encourage employers to stretch themselves and for promoting the higher liP bandings.

- ***What improvements if any need to be made?***

The survey findings indicate that the work of liP specialists is rated highly, and that more contact with employers to develop and build the relationship would be beneficial particularly in the second year following recognition when the perceived benefits of liP and the very positive views of the Standard found among employers in the first 12 months following recognition start to wane. Currently only a third of employers recalled having dealings with an liP specialist in their second year following recognition.

In terms of contact during the period when employers are working towards recognition, results indicate a sharp rise in satisfaction where employers have contact with their specialist at least monthly, and results therefore suggest that this should be offered as best practice.

Results also suggest very strongly that employers need to be encouraged to stretch themselves in working towards liP (and if appropriate to work towards the higher bandings). On nearly all key overall measures those employers only making minimal changes to achieve liP (this group form the majority of new recognitions), were less satisfied, less likely to recommend the Standard, and less likely to say they will definitely renew than those making more substantial changes.

The main improvements suggested by recent new recognition employers themselves were to make the accreditation process less complicated and to make information received clearer (nine per cent), and to reduce the costs of the assessment (eight per cent). Among re-interviewed employers by far the most common improvement desired was for more or better communication and follow-up from liP advisers (mentioned by 14 per cent spontaneously).

Appendix A: Sampling and weighting

Sampling strategy

This second wave (Year 2) of the Investors in People Evaluation quantitative employer survey interviewed employers about their experience and perceptions of liP. 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 that had been interviewed as new recognitions in the first year of the survey.

Initially the planned number of interviews for the Year 2 study was 1,000. Given the available sample of recent new recognitions (1,068), and then new recognitions from year 1 willing to be re-interviewed in year 2 (513) there was no scope for setting quotas to achieve a particular profile of employers and in effect a census approach was adopted attempting to interview all available sample.

Population counts

Although the liP central database was used in the Year 1 survey to obtain the majority of new recognition records and contact details, as of 2011 these records have been administered by regional liP Centres. Therefore the sample of new recognition employers for the Year 2 survey was obtained from these Regional liP Centres which each sent their database of recognitions for the period July 2011 to June 2012. This yielded the following counts, shown in Table A.1.

A census approach was adopted among these new recognitions aiming to achieve as many interviews as possible from the sample supplied (regardless of their “firmographic” characteristics).

Table A.1: Population distribution of regional liP-supplied sample by country, sector, liP status and size of new recognitions July 2011 to June 2012

	New recognitions	
	N	%
Country		
England	781	73%
Northern Ireland	70	7%
Scotland	55	5%
Wales	162	15%
Sector		
Accommodation, food and tourism activities	62	6%
Agriculture, forestry and fishing	9	1%
Construction	65	6%
Creative media and entertainment	18	2%
Energy production and utilities	17	2%
Financial, insurance & other prof. Services	184	17%
Information and communication	41	4%
Manufacturing	48	4%
Real estate and facilities management	43	4%
Transportation and storage	30	3%
Wholesale and retail trade	36	3%
Sub-total: "private sector"	553	52%
Care	170	16%
Education	167	16%
Government	52	5%
Health	81	8%
Sub-total: "public sector"	470	44%
<i>Sector not known</i>	47	4%
liP status		
Standard	744	70%
Bronze	139	13%
Silver	97	9%
Gold	86	8%
Champion	2	*
Size of organisation		
Under 25	378	35%
25-49	165	15%
50-99	164	15%
100-249	171	16%
250+	190	18%

Sampling approach for re-interviews

The population profile of new recognitions for the period July 2010 to June 2011 (Year 1 new recognitions) which was the basis for Year 2 re-interviews is presented in Table A.2, along with the breakdowns of those for whom an interview was completed and those who agreed to be re-contacted in Year 2.

Table A.2: Population distribution and achieved by country, sector, liP status and size of Year 1 new recognitions July 2010 to June 2011

	New recognitions		Achieved (year 1)	Agreed to be re-contacted
	N	per cent	N	N
Total	927		550	513
Country				
England	607	66%	333	308
Northern Ireland	79	9%	59	56
Scotland	58	6%	37	34
Wales	183	20%	121	115
Sector				
Accommodation, food and tourism activities	25	3%	32	29
Agriculture, forestry and fishing	3	0%	4	4
Construction	84	9%	61	59
Creative media and entertainment	12	1%	12	12
Energy production and utilities	5	1%	12	12
Financial, insurance & other prof. services	40	4%	78	68
Information and communication	16	2%	6	6
Manufacturing	24	3%	29	27
Real estate and facilities management	19	2%	19	19
Transportation and storage	8	1%	4	4
Wholesale and retail trade	33	4%	25	23
Not within scope of SSAs	25	3%	8	8
Care	97	10%	90	85
Education	75	8%	94	88
Government	36	4%	18	17
Health	28	3%	38	35
<i>Sector not known</i>	397	43%	20	17
liP status				
Standard	902	97%	501	466
Bronze	16	2%	30	28
Silver	6	1%	12	12
Gold	3	*	7	7

Size of organisation				
Under 25	403	43%	247	232
25-49	196	21%	120	111
50-99	128	14%	83	77
100-249	108	12%	54	50
250+	92	10%	46	43

As Table A.2 shows, 550 new recognitions were interviewed in Year 1, and 93 per cent (513 respondents) were happy to be re-contacted in the second wave of the evaluation. These represented the starting sample for Year 2 re-interviews of Year 1 new recognitions. Again a census was adopted aiming to achieve as many interviews as possible from the total sample Year 1 new recognitions who had agreed to be contacted.

Changes from the Year 1 survey

Various changes were made to the Year 1 questionnaire to meet the longitudinal objectives of the research. Certain questions were updated to be relevant to re-contacted employers, focussing on how their perception of the Standard had changed over the last 12 months. On top of this, a number of questions were added to assess the impact of achieving the liP Standard on the organisation. For comparison reasons, however, it was also important to retain a majority of questions similar so that Year 2 new recognition responses could be evaluated alongside Year 1 new recognition responses.

The table below maps specific objectives of the Year 2 survey to the corresponding questions that were altered or added in this year.

Table A.3: Changes made to Year 2 survey

Area of research	Affected respondents	Question Number
Mapping motivations for working towards the liP Standard directly against resulting impacts.	All	<i>B1a, B1b</i>
Exploring contact with an liP specialist since achieving recognition.	Re-contacted employers	<i>B9a - B9g</i>
Assessing the longer-term impact of liP on the introduction and development of organisational plans and policies.	Re-contacted employers	<i>C3aa - C6a</i>
Understanding better the extent of impact of the liP Standard on developments within the company by introducing grades of 'increase' and 'decrease' codes.	All	<i>D1, D3</i>
Exploring further impacts to those considered in year 1, looking at changes to the number of new clients or amount of work, competitive advantages, the effectiveness of management policies and the quality of leadership skills.	All	<i>D1-D4</i>
Additionality impacts in terms of the amount of training received by staff, as well as increases in profit and turnover as a result of liP.	Re-contacted employers	<i>C11-C14, D2a-D2f</i>
The extent to which the importance of holding the liP Standard had changed for organisations at least a year after achieving recognition.	Re-contacted employers	<i>E7a, E7b</i>
The propensity for employers to recommend the Standard to others.	All	<i>E9a</i>

Some of the new questions proved easier for respondents to answer than others. Most new recognitions and re-contacted employers were clear on the original reasons for working towards the liP Standard and this was confirmed by the generally higher proportion reporting impacts that corresponded to the same motivations they had listed previously.

Questions regarding contact with the liP specialist subsequent to recognition, the majority of re-contacted employers (96 per cent) were able to recall whether they had had contact with their liP specialist in the 12 months before the Year 2 survey and how frequent this contact was (97 per cent). Respondents were slightly less aware of the subject of this content, with ten per cent unsure as to what their most recent contact with the liP specialist was about.

Added questions that proved most problematic for respondents were regarding the additionality sections about training, profit and turnover. Between 14 and 22 per cent of re-contacted employers were unable to provide integer responses at C11-C14, regarding the number of days training delivered to staff and the amount of staff receiving training both in the most recent twelve months and in the twelve months before becoming recognised.

Perhaps understandably, among respondents who tended to specialise in HR rather than other aspects of the business, an understanding of the change in turnover and profit as a result of liP was fairly low for re-contacted employers, when asked to provide integer figures. This was compounded by the starting pool of re-contacted employers being fairly low for these questions, with these questions being asked of private sector employers who at D2 had reported liP leading to an increase in turnover or profit. Table A.4 shows the proportions able to answer these questions.

Table A.4 Quality of response for new additionality questions regarding turnover and profit

New additionality questions	Base	Integer number given	Proportion answering 'Don't know'
		%	%
D2a - turnover in most recent financial year	53	56%	44%
D2b - turnover financial year before liP recognition	53	47%	53%
D2c - percentage increase due to liP	26	65%	35%
D2d - profit in most recent financial year	48	28%	72%
D2e - profit financial year before liP recognition	48	31%	69%
D2f - percentage increase due to liP	16	91%	9%

All remaining questions added to the Year 2 survey, such as the likelihood to recommend liP appeared to work well, with the majority of employers able to respond to these.

Response rates

Section 2.4 has already provided an overview of the response rates achieved for the Year 2 survey. The table below illustrates a more detailed breakdown of response rates, separating Year 2 new recognitions from re-contacted employers. Note that the response rates shown in the lower half of the table represent the number of employers as a proportion of the total 'in scope of fieldwork', rather than the total sampled.

Table A.5: Breakdown of response rate by type of employer

	Year 2 new recognitions		Re-contacted employers	
	N	%	N	%
Number sampled	1,068		513	
Unobtainable numbers	43	4%	7	1%
Company closed / against company policy to participate	25	2%	10	2%
Ineligible for the study	11	1%	9	2%
Not available in fieldwork period	20	2%	10	2%
In scope of fieldwork	969	91%	477	93%
Refusals	78	8%	25	5%
Ongoing contact	462	48%	165	35%
Complete	429	44%	287	60%

Weighting

Once all interviews were achieved, data was weighted to reflect the initial population statistics. An interlocking nation by 9-band size grid was used to correct for slight differences between the achieved profiles and the population data.

Due to the census approach (i.e. an attempt to interview all the available new recognition and re-contacted employers sample that we could), 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.

Tables A.6 and A.7 show the figures used for the weighting and grossing up for new recognitions and re-contacted employers. New recognitions from 2011-12 were grossed up to a total of 1,068, the overall population total, while re-contacted employers were grossed up the original population total of 2010-11 new recognitions, 927.

Table A.6: Population vs achieved interviews: New recognitions

	Population		Achieved	
	N	%	N	%
Country				
England	781	73%	255	59%
Northern Ireland	70	7%	45	10%
Scotland	55	5%	29	7%
Wales	162	15%	100	23%
Sector				
Accommodation, food and tourism	62	6%	24	6%
Agriculture, forestry and fishing	9	1%	3	1%
Construction	65	6%	27	6%
Creative media and entertainment	18	2%	9	2%
Energy production and utilities	17	2%	6	1%
Financial & other prof. services	184	17%	76	18%
Information and communication	41	4%	19	4%
Manufacturing	48	4%	20	5%
Real estate and facilities management	43	4%	13	3%
Transportation and storage	30	3%	11	3%
Wholesale and retail trade	36	3%	17	4%
Sub-total: "private sector"	553	52%	225	52%
Care	170	16%	68	16%
Education	167	16%	70	16%
Government	52	5%	12	3%
Health	81	8%	34	8%
Sub-total: "public sector"	470	44%	184	43%
<i>Sector not known</i>	47	4%	20	5%
liP status				
Standard	744	70%	309	72%
Bronze	139	13%	58	14%
Silver	97	9%	35	8%
Gold	86	8%	26	6%
Champion	2	*	1	*
Size of organisation				
1-4	50	5%	22	5%
5-9	96	9%	50	12%
10-24	232	22%	103	24%
25-49	165	15%	87	20%
50-99	164	15%	61	14%
100-249	173	16%	63	15%
250-499	89	8%	18	4%
500-999	36	3%	11	3%
1,000 plus	63	6%	14	3%

It is worth noting that in cases where answers from re-contacted businesses in both Year 1 and Year 2 have been directly compared the un-weighted data has been used. This is to maximise the effective sample size (which is reduced by weighting), because the interest is the change in the percentage results from Year 1 to Year 2 not the absolute figure.

Table A.7: Population vs achieved interviews: re-contacted employers

	Population		New recognitions Year 1		Achieved re-interviews in Year 2	
	N	%	N	%	N	%
Country						
England	607	65%	333	61%	171	60%
Northern Ireland	79	9%	59	11%	38	13%
Scotland	58	6%	37	7%	16	6%
Wales	183	20%	121	22%	62	22%
Sector						
Accommodation, food & tourism	25	3%	32	6%	19	7%
Agriculture, forestry and fishing	3	*	4	*	3	1%
Construction	84	9%	61	11%	37	13%
Creative media & entertainment	12	1%	12	2%	7	2%
Energy production and utilities	5	1%	12	2%	6	2%
Financial & other prof. services	40	4%	78	14%	33	11%
Information and communication	16	2%	6	1%	4	1%
Manufacturing	24	3%	29	5%	17	6%
Real estate & facilities mgt.	19	2%	19	3%	9	3%
Transportation and storage	8	1%	4	1%	2	1%
Wholesale and retail trade	33	4%	25	5%	15	5%
Not within scope of SSAs	25	3%	8	1%	6	2%
Care	97	10%	90	16%	51	18%
Education	75	8%	94	17%	39	14%
Government	36	4%	18	3%	10	3%
Health	28	3%	38	7%	16	6%
<i>Sector not known</i>	397	43%	20	4%	13	5%
liP status						
Standard	902	97%	501	91%	266	93%
Bronze	16	2%	30	5%	11	4%
Silver	6	1%	12	2%	7	2%
Gold	3	0%	7	1%	3	1%
Size of organisation						
1-4	32	3%	26	5%	11	4%
5-9	108	12%	54	10%	40	14%
10-24	263	28%	167	30%	87	30%
25-49	196	21%	120	22%	64	22%
50-99	128	14%	83	15%	41	14%
100-249	108	12%	54	10%	22	8%
250-499	36	4%	20	4%	11	4%
500-999	23	2%	7	2%	5	2%
1,000 plus	33	4%	19	3%	6	2%

Appendix B: Correlation analysis of survey findings

The following analysis discusses correlation analysis undertaken on the combined Year 1 and Year 2 survey data. The analysis looks at what correlates with:

- Profit and or sales increasing since becoming liP recognised, this based on private sector profit-seeking establishments only (from question D1)
- Profits and or sales increasing *because of liP* (from question D2), this based on private sector profit-seeking establishments only
- The organisation / site's training improving since becoming liP recognised, this covering increases in the amount of training, the quality of training provided or the proportion of staff trained (from question C7). This is based on all respondents.

Results have combined the data for Year 1 and Year 2. This represents a base total of 1,429 employers overall, and 892 private sector employers.

The correlation coefficient (Pearson Correlation) produces a figure from -1 to +1. A value of 1 implies that a linear equation describes the relationship between X and Y perfectly, with all data points lying on a line for which Y increases as X increases. A value of -1 implies that all data points lie on a line for which Y decreases as X increases. A value of 0 implies that there is no linear correlation between the variables.

For ease of analysis, we have taken a correlation coefficient of:

- 0.5 to 1.0 (or -0.5 to -1.0) as showing a strong correlation;
- 0.3 to 0.49 (or -0.3 to -0.49) as indicating medium correlation, and
- 0.15 to 0.29 (or -0.15 to -0.29) as indicating small correlation.

We do not discuss correlation with lower correlation coefficients.

We only discuss correlations where the figure is statistically significant at the 95% level.

As a general point the results show that improvements in sales or profit since or because of liP, or in training practices, are rarely correlated with the employer's motivation for involvement in liP.

Profit or sales increasing since liP recognition (private sector firms only)

Profit or sales increasing since liP recognition is **strongly** correlated with:

- Tautologically, sales increasing since recognition (0.79), or profit increasing (0.76)

Profit or sales increasing since liP recognition has **medium strength correlation** with:

- Processes for management effectiveness being introduced following commitment to liP to a similar quality (0.36) and speed (0.34) as would have happened without liP. (Put another way, introducing processes for management effectiveness quicker or to a higher quality because of liP is not correlated with higher likelihood of increased sales or profit following recognition)
- Productivity increasing since liP (0.32)
- Customer satisfaction increasing since liP (0.31)

Profit or sales increasing since liP recognition has **some, weak correlation** with:

- Staff turnover improving because of liP (0.28)
- Recruitment costs falling because of liP (0.27)
- Introducing new products and services since liP (0.24)
- Introducing or improving the following since committing to liP: a training plan (0.26), induction plans (0.2), training budgets (0.18), processes for assessing management effectiveness (0.16)
- The quality of the products / services the site produces increasing (0.25)
- Staff commitment to the organisation increasing since liP (0.19)
- The ability of staff to do their job increasing since liP (0.17)
- The quantity of job applicants increasing since liP (0.16)
- The amount of training received by staff increasing since liP (0.15)

Profit or sales increasing because of liP recognition (private sector firms only)

Profit or sales increasing because of liP is **strongly** correlated with the following. Clearly many of these relate to HR-related plans being introduced because of liP.

- Tautologically, profit increasing because of liP (0.82) or sales increasing because of liP (0.76)
- A business plan being of a higher quality because of liP (0.65)
- Staff appraisal plans being introduced faster because of liP (0.54)
- A training plan being introduced faster because of liP (0.53)
- A business plan being introduced faster because of liP (0.51)
- A reduction in recruitment costs being attributed to liP (0.50)

Profit or sales increasing because of liP has **medium strength** correlation with:

- Staff consultation processes being of a higher quality because of liP (0.48)
- An increase in the quality of products or services because of liP (0.47)
- Induction plans for new staff being of a higher quality because of liP (0.44)
- Customer satisfaction increasing because of liP (0.37)
- Productivity increasing because of liP (0.35)
- Improvements in the following being attributed to liP: reduced staff turnover (0.38), reduced absenteeism (0.35), reduced need for staff disciplinary action (0.34)

Profit or sales increasing because of liP has **some, weak** correlation with:

- liP influencing the introduction of new products and services (0.29)
- Introducing a business plan as a direct result of committing to liP (0.25)
- The following increasing since liP: the ability of staff to do their job (0.21); customer satisfaction (0.19); productivity (0.17), the quality of their products / services (0.17)
- Introducing or improving the following since committing to liP: a business plan (0.22), a training plan (0.19), equality and diversity plan (0.16), processes for assessing management effectiveness (0.15), and staff consultation processes (0.15)
- Improvements in the following being attributed to liP: increased staff commitment (0.23), improved quality (0.25) or quantity of job applicants (0.22)
- The ability of staff to do their job increasing because of liP (0.22)
- Staff commitment increasing since liP (0.21)
- Staff absenteeism decreasing since liP (0.17)
- The amount of training received by staff increasing since liP (0.15)

Training improvements improving since liP

Training improving following involvement with liP is **strongly correlated** with:

- Tautologically, the following aspects of training increasing since commitment to liP: the focus on leadership and management training (0.78), the amount of training provided (0.67) and the proportion of staff trained (0.65)
- Processes for assessing management effectiveness happening much faster because of liP (0.55)
- The business plan introduced being of higher quality because of liP (0.51)

Training improving following involvement with liP has **medium strength** correlation with:

- Introducing or improving the following since committing to liP: a training budget (0.4), a training plan (0.39), staff consultation processes (0.31) and staff appraisal plans (0.30)
- The following increasing since liP: the quality of products and services produced (0.43), productivity (0.43), customer satisfaction (0.41), the ability of staff to do their jobs (0.4)
- The training plan introduced being of higher quality because of liP (0.35)
- Staff commitment increasing since liP (0.35)
- An increase in the quality of job applicants being attributed to liP (0.31)

Training improving following involvement with liP has **some, weak** correlation with:

- Increases in the following because of liP: customer satisfaction (0.27), productivity (0.26), profits (0.25), the ability of staff to do their job (0.21), the quality of products / services (0.18)
- The motivation to undertake liP being to improve management practices (0.21)
- Introducing or improving the following since committing to liP: processes for assessing management effectiveness (0.26), a business plan (0.23), induction plan (0.2) and an equality and diversity plan (0.18)
- The introduction of new products or services being attributed to liP (0.19)
- Absenteeism decreasing since liP (0.18)
- Profit increasing since liP (0.17).

Appendix C: Survey questionnaire

Private & Confidential
Evaluation of Investors in People

J5020
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	1	CONTINUE
Transferred	2	TAKE CORRECT NAME/NUMBER AND CONTINUE
Named person no longer works in the organisation	15	Go to S1a
Hard appointment	3	MAKE APPOINTMENT
Soft Appointment	4	
No reply / Answer phone	5	CALL BACK
Engaged	6	
Refusal	7	CLOSE
Refusal – company policy	8	
Refusal – Taken part in recent survey	9	
Not available in deadline	10	
Fax Line	11	
Residential Number	12	
Dead line	13	
Company closed	14	

IF NAMED PERSON NO LONGER WORKS AT THE ORGANISATION (S1=15)

S1a **Please could I speak to the HR director at your organisation, or the person responsible for staff and HR issues?**

Speaking to correct person – CONTINUE	1	TAKE CORRECT NAME AND CONTINUE
Transferred	2	TAKE CORRECT NAME/NUMBER AND CONTINUE
Hard appointment	3	MAKE APPOINTMENT
Soft Appointment	4	
No reply / Answer phone	5	CALL BACK
Engaged	6	
Refusal	7	CLOSE
Refusal – company policy	8	
Refusal – Taken part in recent survey	9	
Not available in deadline	10	
Fax Line	11	
Dead line	12	

ASK ALL

S2 **[S1=2-4 OR S1a=2/3/4: 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.**

IF NEW RECOGNITION: IFF are conducting interviews with organisations who have recently achieved liP recognition to find out about their experience of liP 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?

IF RECONTACT AND SAME CONTACT AS BEFORE (S1≠15): You may remember you kindly spoke to us last year about your liP experience and agreed to be re-contacted this year for a follow up interview. IFF are now undertaking interviews with organisations who achieved liP recognition between July 2010 and June 2011 to find out more about the impact it has had on their organisation. Can I just check would you still be the best person at your organisation to speak to regarding the liP standard?

IF RECONTACT AND DIFFERENT CONTACT TO BEFORE (S1=15): <CONTACT FROM SAMPLE> kindly spoke to us last year about your organisation's liP experience and agreed to be re-contacted this year for a follow up interview. IFF are now undertaking interviews with organisations who achieved liP recognition between July 2010 and June 2011 to find out more about the impact it has had on their organisation. Can I just check if you are the best person at your organisation to speak to regarding the liP standard?

Yes	1	CONTINUE
Referred to someone else at establishment NAME _____ JOB TITLE _____	2	ASK TO BE TRANSFERRED AND REINTRODUCE / MAKE APPOINTMENT IF NOT AVAILABLE
Organisation not recognised with IIP	3	GO TO S6

IF S2=1

S3 **Is now a good time to talk? It should take around 20 minutes, depending on your answers. Please note, this call may be recorded for quality or training purposes.**

Yes	1	CONTINUE TO S5
Hard appointment	2	MAKE APPOINTMENT AND START AGAIN AT S4
Soft appointment	3	
Refusal	4	THANK AND CLOSE
Refusal – company policy	5	
Refusal – taken part in recent survey	6	
Not available in deadline	7	

REASSURANCES TO USE IF NECESSARY

The interview will take around 20 minutes to complete.

Please note that all data will be reported in aggregate form and your answers will not be reported to our client in any way that would allow you to be identified.

If respondent wishes to confirm validity of survey or get more information about aims and objectives, they can call:

- **MRS: Market Research Society on 0500 39 69 99**
- **IFF: Andrew Skone James or Camilla Huckle on 020 7250 3035**
- **CLIENT: Rebecca Jones, UK Commission for Employment and Skills (UKCES) 020 7881 8939**

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? Please note, this call may be recorded for quality or training purposes.**

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.**

ASK ALL

S5 **According to our records, [IF SAMPLE NEW RECOGNITION: you were recognised by Investors in People for the first time between July 2011 and June 2012; IF SAMPLE RE-CONTACT: You were recognised by Investors in People for the first time between July 2010 and June 2011 and have not renewed your liP status since]. Can I just check if this is correct?**

DO NOT READ OUT. CODE ONE ONLY.

IF RESPONDENT DOES NOT AGREE WITH OPTION SUGGESTED, READ OUT ALTERNATIVE OPTIONS AS SHOWN

You were recognised by Investors in People for the first time between July 2011 and June 2012	1	CONTINUE WITH SECTION A	= NEW RECOGNITION
You were recognised by Investors in People for the first time between July 2010 and June 2011 and <u>have not</u> renewed your liP status since	2	CONTINUE WITH SECTION A	= RECONTACT – NEW RECOGNITION
You were recognised by Investors in People for the first time between July 2010 and June 2011 but <u>have</u> renewed your liP status since	3	CONTINUE WITH SECTION A	= RECONTACT – RENEWAL
(DO NOT READ OUT) Neither / Don't know	4	ASK S6 THEN THANK AND CLOSE	

S5DUM liP Status DUMMY VARIABLE, DO NOT ASK

New recognition (S5=1)	1	
Re-contact (S5=2 OR 3)	2	
Re-contact renewal (S5=3)	3	
Re-contact non-renewal (S5=2)	4	

ASK IF S2=3 OR S5=4

S6 **Can you tell me what your Investors in People status is?**

DO NOT READ OUT. SINGLE CODE

Accreditation was not successful / still in the process	1	THANK AND CLOSE
IF SAMPLE NEW RECOGNITION: First recognised before July 2011 IF SAMPLE RE-CONTACT: First recognised before July 2010	2	
No dealings with Investors in People	3	
Other (SPECIFY)	0	
Don't know	X	

A Details of accreditation

ASK ALL NEW RECOGNITIONS (S5DUM=1)

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

A5DUM: TYPE OF ORGANISATION DUMMY VARIABLE, DO NOT ASK

Private Sector	1	A5=1 OR (RECONTACT from sample AND comptype=1)
Voluntary Sector	2	A5=2 OR (RECONTACT from sample AND comptype=2)
Government Body	3	A5=3/4 OR (RECONTACT from sample AND comptype=3/4)
Other	4	A5=5 OR (RECONTACT from sample AND comptype=5)
None of the above	5	A5=6 OR (RECONTACT from sample AND comptype=6)

ASK NEW RECOGNITIONS (S5DUM=1)

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 DUMMY VARIABLE, DO NOT ASK

Organisation	1	A1=1 OR A1=6 OR (RECONTACT from sample AND orgtype=1)
Site	2	A1=2 OR (RECONTACT from sample AND orgtype=2)
department	3	A1=3 OR (RECONTACT from sample AND orgtype=3)
[Other text from A1]	4	A1=4 OR (RECONTACT from sample AND orgtype=4)

ASK ALL

F1 **How many people work in [A1DUM=1: your whole organisation; A1DUM=2/3/4: the site where you work]? Please include all staff on your payroll both full and part-time.**

PROBE FOR BEST ESTIMATE AND RECORD NUMBER
IF DK ASK RANGES

WRITE IN

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

ASK ALL

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

B Experience of the recognition process

B1 DELETED

ASK ALL

B1a **Thinking about the internal business advantages or improvements that liP may bring, did you hope to achieve any of the following by working towards and achieving liP recognition? So did you hope to...?**

READ OUT. MULTICODE [DP: ROTATE]

Improve productivity	1
Improve the ability of staff to do their jobs	2
Improve management policies	3
Improve training practices such as the quality and quantity of training delivered to staff	4
Reduce absenteeism among staff	5
Improve staff commitment to the organisation	6
Reduce staff turnover	7
Lower recruitment costs	8
Reduce the need to take disciplinary action against staff	9
Improve the quality of leadership skills	10
Any other internal improvements or business advantages (Please specify)	11
(DO NOT READ OUT) None of the above	12
(DO NOT READ OUT) Don't know	13

ASK ALL

B1b **And now turning to the external business advantages or improvements that liP may bring, did you hope to achieve any of the following by working towards and achieving liP recognition? So did you hope to...?**

READ OUT. MULTICODE

DP: ROTATE

Attract new clients or bring in more work	1
Gain a competitive advantage	2
Improve the quality of products or services provided	3
PRIVATE SECTOR ONLY (A5DUM=1) Increase the turnover of the [A1DUM organisation/site/department]	4

Increase the satisfaction among customers or users of your service	5
PRIVATE SECTOR ONLY (A5DUM=1) Increase the profit made by the [A1DUM organisation/site/department]	6
Increase the quantity of job applicants	7
Attract higher quality job applicants	8
Any other external improvements or business advantages (Please specify)	9
(DO NOT READ OUT) None of the above	10
(DO NOT READ OUT) Don't know	11

B2 DELETED

ASK NEW RECOGNITIONS (S5DUM=1); others ask b9a

B3 **When your [A1DUM organisation/site/department] first committed to liP 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 liP Advisor, Assessor or liP Centre staff.**

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

IF HAD INITIAL MEETING (B3=1)

B4 **Thinking about this meeting, to what extent did it help you to understand what you needed to do to achieve liP 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
1	2	3	4	5	6	7	8	9	10	11

ASK IF NO INITIAL 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 recognition?**

Yes	1	ASK NEXT QUESTION
No	2	SKIP TO B11
Don't know	3	SKIP TO B11

IF NEW RECOGNITION 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 recognition?**
PROMPT AS NECESSARY

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

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

B7 **How satisfied were you with the liP 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 recognition process and what would be required to achieve recognition	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
b Their explanation of the benefits of achieving liP recognition	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
c Their understanding of the specific requirements of your [A1DUM organisation/site/department]	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
d Their support of your [A1DUM organisation/site/department] through the recognition process	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
e That they provided sufficient levels of contact throughout the recognition process	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21

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

B7a **To what extent do you agree or disagree that your [A1DUM organisation/site/department] relied on the advice of the liP specialist to achieve liP recognition?**

Agree strongly	1
Slightly agree	2
Neither agree nor disagree	3
Slightly disagree	4
Disagree strongly	5
Don't know	6

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

B8 **Thinking of the advice and information your [A1DUM organisation/site/department] received from the liP specialist, using a scale of 1 to 10 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	

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

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

WRITE IN

IF RECONTACT (S5DUM=2)

B9a **Has your [A1DUM organisation/site/department] had contact with an Investors in People specialist in the last 12 months?**

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

Yes	1	CHECK B9B FILTER
No	2	SKIP TO B9D
Don't know	3	SKIP TO B9D

IF RECONTACT HAD CONTACT WITH SPECIALIST (B9a=1)

B9b **Can I just check, did this contact form part of a formal ‘18-month interaction’ with the liP specialist, involving some sort of payment made to liP?**

ADD IF NECESSARY: This interaction involves meeting with your liP specialist within 18 months of the initial recognition to look at the progress made against actions created in the initial recognition process, and to form continuous plans to meet new challenges.

Yes	1	
No	2	
Don't know	3	

IF RECONTACT HAD CONTACT WITH SPECIALIST (B9a=1)

B9c **Roughly how many times has your [A1DUM organisation/site/department] had contact with an liP specialist in the last 12 months? PROMPT AS NECESSARY**

A few times a week	1
A few times a month	2
Every few months	3
Once or twice a year	4
DO NOT READ OUT: Don't know	5

IF RECONTACT HAD NOT CONTACTED SPECIALIST (B9A=2/3)

B9d **Would it have been useful to have had contact with an liP specialist in the last 12 months?**

Yes	1	ASK NEXT QUESTION
No	2	SKIP TO C2DUMA
Don't know	3	SKIP TO C2DUMA

IF RECONTACT HAD CONTACT WITH SPECIALIST OR WOULD HAVE LIKED CONTACT WITH SPECIALIST (B9A=1 OR B9D=1)

B9e **[IF RECONTACT HAD CONTACT WITH SPECIALIST (B9A=1): And what has this contact with the liP specialist in the last 12 months been about?]**

[IF RECONTACT WOULD HAVE LIKED CONTACT WITH SPECIALIST (B9D=1): And what would you have liked to have discussed with the liP specialist?]

DO NOT READ OUT. ALLOW MULTICODE

IF RECONTACT HAD CONTACT WITH SPECIALIST (B9a=1) AND CHOSE MORE THAN ONE CODE AT B9E.

B9f **And what was the most recent contact you had with an liP specialist about?**

DP: ONLY SHOW CODES CHOSEN AT B9E.
SINGLE CODE. PROMPT IF NECESSARY.

	B9E	B9F
A query about our status	1	1
To get further information about a certain area of the standard	2	2
To investigate how to improve further	3	3
To ask about the renewal process	4	4
To ask about liP events or workshops	5	5
To look into training employees as specialists	6	6
To discuss progress made with the recommendations or action plan created in the initial recognition process	7	7
A full assessment (to renew liP status)	8	8
Other (Please Specify)	9	9
Don't know	10	10

IF RECONTACT HAD CONTACT WITH SPECIALIST (B9A=1)

B9g **Thinking about your most recent contact with an liP specialist, using a scale of 1-10 where 1 is very dissatisfied and 10 is very satisfied, how satisfied were you with...**

READ OUT. CODE ONE ONLY.

ROTATE ORDER	Very dissatisfied										Very satisfied										DK		
Their understanding of the specific requirements of your [A1DUM organisation/site/department]	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5	6	7	8	9	10	11	
The quality of their advice or information	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5	6	7	8	9	10	11	
The relevance of advice to your [A1DUM organisation/site/ department]	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5	6	7	8	9	10	11	
How easy it was to understand the advice or information	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5	6	7	8	9	10	11	
The level of detail of the advice or information	1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5	6	7	8	9	10	11	

B10 DELETED

B10A, B10B, B10C ALL DELETED

ASK NEW RECOGNITION (S5DUM=1)

B11 Now thinking about the assessment process as a whole, 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

B12 DELETED

B13 DELETED

B14 DELETED

C Changes to policies and working practices

IF NEW RECOGNITION (S5DUM=1) RECONTACTS GO TO C2DUMA

In order to achieve liP 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 NEW RECOGNITION (S5DUM=1)

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	ASK C3
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 liP (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 RECOGNITIONS (S5DUM=1)

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 know if you already had them in place at the time you first committed to liP.

So was [EACH POLICY AT C2 INDIVIDUALLY] already in place at the time you first committed to liP...?

Yes - already in place when first committed to liP	1
No (introduced after committing)	2
DO NOT READ OUT: Don't know	3

IF NEW RECOGNITIONS (S5DUM=1);
ASK C3A TO C6 SEQUENTIALLY FOR EACH ITERATION

ASK C3a FOR EACH RESPONSE GIVEN AT C2 WHERE ALREADY IN PLACE (C3=1)

C3a **You mentioned that you had <EACH C3=1> already in place when you first committed to liP. Have you developed or improved it as a result of working towards and achieving liP recognition?**

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

ASK C4 FOR EACH **RESPONSE GIVEN AT C2** WHERE C3=2 (INTRODUCED AFTER COMMITTING)

C4 **You mentioned introducing <EACH C3=2> after committing to liP. Did you introduce it as a direct result of working towards liP, or do you think it would have been introduced anyway? DO NOT READ OUT CODE ONE ONLY**

A direct result of working towards liP 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 the introduction of <EACH C3=2> would have happened anyway, did liP 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 liP 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

ALL RECONTACTS (S5DUM=2)

C2DUMA ANSWERS FROM SAMPLE, FROM "C2_WAVE 1_ANS". DUMMY VARIABLE, DO NOT ASK

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

RECONTACTS (S5DUM=2) WITH ONE OR MORE POLICIES AT C2DUMA. INCLUDE ALL SELECTED AT C2DUMA EXCEPT FOR TRAINING BUDGET (C2DUMA=3)

C3AA [IF MORE THAN ONE POLICY SHOWN AT C2DUMA: When we last interviewed your [A1DUM organisation/site/department] about liP, it was mentioned that you had a number of policies and practices in place. For each one can you tell me if in the last 12 months they have been developed and improved, if they have remained essentially the same, or whether they are no longer in place? So has [EACH POLICY CHOSEN AT C2DUMA] been...]

[IF ONE POLICY CHOSEN AT C2DUMA: When we last interviewed your [A1DUM organisation/site/department], about liP, it was mentioned that you had [POLICY CHOSEN AT C2DUMA] in place. Please can you tell me if in the last 12 months this has been developed and improved, if this has remained essentially the same, or whether this is no longer in place.] READ OUT

INTERVIEWER NOTE: If they say they have just updated e.g. a business plan just updated with latest figures then treat as remained essentially the same

Developed and improved	1
Remained essentially the same	2
No longer have in place (PLEASE SPECIFY WHY?)	3
DO NOT READ OUT: Something we have not had in place previously and still do not	4
DO NOT READ OUT: Don't know	5

RECONTACTS (S5DUM=2) WHO DID NOT CHOOSE ALL POLICIES LISTED AT C2DUMA

C3B And can you tell me if you have the following organisational policies or practices in place in your [A1DUM organisation/site/department]?

READ OUT. MULTICODE

DP: SHOW ALL POLICIES NOT CHOSEN AT C2DUMA

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 liP (write in)	9
DO NOT READ OUT: None of the above	10
DO NOT READ OUT: Don't know	11

ASK C4A TO C6A SEQUENTIALLY FOR EACH ITERATION THAT HAS BEEN DEVELOPED OR INTRODUCED SINCE WAVE 1

ASK C4A TO C6A FOR EACH WHERE C3AA=1 OR POLICY CHOSEN AT C3B

C4A Would you say the [C3AA=1 further development] [C3B POLICY CHOSEN introduction] of your [INSERT ANSWER FROM C3AA/C3B] was a direct result of being involved with liP, or would these changes have been made anyway?

CODE ONE ONLY

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

IF CHANGE WOULD HAVE HAPPENED ANYWAY (C4A=2)

C5A **Although this would have happened anyway, did liP 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 C6A IF C4A=2 EXCEPT "TRAINING BUDGET" (C2DUMA OR C3B=3)

C6A **And although this would have happened anyway, did liP mean the final [C2DUMA OR C3B 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

ASK ALL

C7 **Now thinking specifically about your training practices I'd like to know how these may have changed since you committed to liP. Have the following decreased, not changed or increased?**

	Significant Decrease	Slight Decrease	Stayed the same	Slight Increase	Significant Increase	Don't know
The amount of training received by staff	1	2	3	4	5	X
The proportion of staff receiving training	1	2	3	4	5	X
The [A1DUM organisation/ site / department]'s focus on leadership and management training	1	2	3	4	5	X
The quality of training received by staff	1	2	3	4	5	X

FOR ANY THAT SEE AN INCREASE (C7=4/5)

C7a **Looking at the role of liP in these changes, do you attribute the increase in <STATEMENT AT C7> to holding the liP standard to a large extent, to some extent or did it not play a part?**

SHOW ONLY IF C7=4/5 FOR EACH	To a large extent	To some extent	Did not play a part	DK
a The amount of training received by staff	1	2	3	4
b The proportion of staff receiving training	1	2	3	4
c The [A1DUM organisation/ site/department]'s focus on leadership and management training	1	2	3	4
d The quality of training received by staff	1	2	3	4

C8 DELETED

C9 DELETED

C10 DELETED

IF RECONTACT AND IF AMOUNT OF TRAINING HAS INCREASED **OR** PROPORTION OF STAFF RECEIVING TRAINING HAS INCREASED, AS A RESULT OF liP (C7a_a =1/2 OR C7a_b =1/2)

C11 **In the last 12 months how many of your staff in the [A1DUM organisation/site/department] received training?**

[ANSWER MUST BE GREATER THAN ZERO]

IF DON'T KNOW (C11=DK)

C11a **Is it approximately...?**

READ OUT.

CATI CHECK - IF MORE THAN F1 ANSWER OR TOP END OF F1 DK BAND
Can I just confirm that in the last 12 months [C11/C11a AMOUNT] of your staff have received training?

Yes	1	CONTINUE
No	2	GO BACK AND AMEND NUMBER OF STAFF

IF RECONTACT AND IF AMOUNT OF TRAINING HAS INCREASED **OR** PROPORTION OF STAFF RECEIVING TRAINING HAS INCREASED, AS A RESULT OF liP (C7a_a =1/2 OR C7a_b =1/2)

C12 **And in the 12 months before you were first recognised by liP how many of your staff in the [A1DUM organisation/site/department] received training?**

IF DON'T KNOW (C12=DK)

C12a **Is it approximately...?**
READ OUT.

CATI CHECK - IF MORE THAN C11 ANSWER OR TOP END OF C11a BAND
Can I just confirm that in the 12 months before you were recognised by IiP [C12/C12a AMOUNT] of your staff received training?

Yes	1	CONTINUE
No	2	GO BACK AND AMEND NUMBER OF STAFF

	C11	C11a	C12	C12a
WRITE IN...				
None			0	0
1-4		1		1
5-9		2		2
10-14		3		3
15-19		4		4
20-24		5		5
25-49		6		6
50-74		7		7
75-100		8		8
101-199		9		9
200-499		10		10
500+		11		11
(DO NOT READ OUT) Don't know	X	X	X	X

IF RECONTACT AND IF AMOUNT OF TRAINING HAS INCREASED **OR** PROPORTION OF STAFF RECEIVING TRAINING HAS INCREASED, AS A RESULT OF IiP (S5DUM=2 AND (C7a_a =1/2 OR C7a_b =1/2))

C13 **Typically of those people who have received training in the [A1DUM organisation/site/department], how many days training have they received in the last 12 months?**

[ANSWER MUST BE GREATER THAN ZERO]

IF DON'T KNOW (C12=DK)

C13a **Is it approximately...?** READ OUT.

IF RECONTACT AND IF AMOUNT OF TRAINING HAS INCREASED **OR** PROPORTION OF STAFF RECEIVING TRAINING HAS INCREASED, AS A RESULT OF IiP (S5DUM=2 AND (C7a_a =1/2 OR C7a_b =1/2))

C14 **And in the 12 months before you were first recognised by IiP how many days training did the typical person trained in the [A1DUM organisation/site/department] receive?**

CATI CHECK - IF MORE THAN C13 ANSWER OR TOP END OF C13a BAND
Can I just confirm that in the 12 months before you were recognised by IiP the typical person trained in the [A1DUM organisation/site/department] received [C14/C14a AMOUNT] of training?

Yes	1	CONTINUE
No	2	GO BACK AND AMEND DAYS TRAINING

IF DON'T KNOW (C14=DK)

C14a Is it approximately...?

READ OUT.

[ANSWER MUST NOT BE GREATER THAN C13 ANSWER OR TOP END OF C13a BAND]

	C13	C13a	C14	C14a
WRITE IN...				
None			0	0
Less than 1		1		1
1-2		2		2
3-4		3		3
5-9		4		4
10-14		5		5
15-19		6		6
20-29		7		7
30+		8		8
(DO NOT READ OUT) Don't know	X	X	X	X

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 [IF RENEWED (S5DUM=3): for the first time].

D1 [S5DUM=1/4: Since becoming; S5DUM=3: Since your [A1DUM organisation/site/department] first became] recognised by Investors in People have the following increased, stayed the same or decreased?

RANDOMISE ORDER	Significant Decrease	Slight Decrease	Stayed the same	Slight Increase	Significant Increase	(DO NOT READ OUT) Too early to say	DK
a The quality of products or services you provide	1	2	3	4	5	6	7
b The productivity of the workforce	1	2	3	4	5	6	7
c The ability of staff to do their jobs	1	2	3	4	5	6	7
d PRIVATE SECTOR ONLY (A5DUM=1): The turnover of your [A1DUM organisation/site/department]	1	2	3	4	5	6	7
e ALL: Satisfaction among your customers or users of your service	1	2	3	4	5	6	7
f PRIVATE SECTOR ONLY (A5DUM=1): The profit made by the [A1DUM organisation/site/department]	1	2	3	4	5	6	7
g ALL: Number of new clients or amount of work	1	2	3	4	5	6	7
h Your [A1DUM organisation/site/department]'s competitive advantage	1	2	3	4	5	6	7

FOR ANY THAT HAVE SEEN AN INCREASE (D1=4 or 5)

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

So using a scale of a large extent, some extent and did not play a part, to what extent do you attribute the increase in <STATEMENT AT D1> to holding iIP or the changes made in order to achieve it?

SHOW ONLY IF D1=4/5 FOR EACH	To a large extent	To some extent	Did not play a part	(DO NOT READ OUT) Too early to say	(DO NOT READ OUT) 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 (A5DUM=1): The turnover of your [A1DUM organisation/site/department]	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 (A5DUM=1): The profit made by the [A1DUM organisation/site/department]	1	2	3	4	5
g ALL: Number of new clients or amount of work	1	2	3	4	5
h Your [A1DUM organisation/site/department]'s competitive advantage	1	2	3	4	5

IF RECONTACT AND TURNOVER HAS INCREASED BECAUSE OF iIP (S5DUM=2 AND D2_d =1/2)

D2A **What was the turnover within [A1DUM=1: your whole organisation; A1DUM=2/3/4: the site where you work] in the most recent complete financial year?**

INTERVIEWER NOTE: PLEASE PROBE FOR INTEGER VALUE BEFORE ACCEPTING DK RANGE, EVEN IF APPROXIMATE. PLEASE ENTER APPROPRIATE RANGE ON SUBSEQUENT SCREEN. IF INCORRECT, AMEND ORIGINAL ANSWER

[ANSWER MUST BE GREATER THAN ZERO]

IF DON'T KNOW (D2A=DK)

D2AA **Was it approximately...?**

READ OUT.

IF RECONTACT AND TURNOVER HAS INCREASED BECAUSE OF IIP (S5DUM=2 AND D2_d =1/2)

D2B **And in the financial year before you were first recognised by IIP what was the turnover within [A1DUM=1: your whole organisation; A1DUM=2/3/4: the site where you work]?**

INTERVIEWER NOTE: PLEASE PROBE FOR INTEGER VALUE BEFORE ACCEPTING DK RANGE, EVEN IF APPROXIMATE. PLEASE ENTER APPROPRIATE RANGE ON SUBSEQUENT SCREEN. IF INCORRECT, AMEND ORIGINAL ANSWER

[ANSWER MUST NOT BE GREATER THAN D2A ANSWER OR TOP END OF D2AA BAND]

IF DON'T KNOW (D2B=DK)

D2BB **Was it approximately...?**

READ OUT.

[ANSWER MUST NOT BE GREATER THAN D2A ANSWER OR TOP END OF D2AA BAND]

	D2A	D2AA	D2B	D2BB
WRITE IN...				
None			0	0
£50,000 or less	1	1	1	1
£50,000 to £99,999	2	2	2	2
£100,000 to £249,999	3	3	3	3
£250,000 to £499,999	4	4	4	4
£500,000 and over but less than £1 million	5	5	5	5
£1 million and over but less than £2 million	6	6	6	6
£2 million and over but less than £5 million	7	7	7	7
£5 million and over but less than £10 million	8	8	8	8
£10 million and over but less than £25 million	9	9	9	9
£25 million and over but less than £50 million	10	10	10	10
£50 million or more	11	11	11	11
(DO NOT READ OUT) Don't know	X	X	X	X

IF FIGURE D2A or D2AA is > D2B or D2BB

D2C **How much of that increase would you put down to involvement in liP?**

WRITE IN% (IF ZERO CHECK ANSWER TO D2_D)
ALLOW DK

IF RECONTACT AND PROFIT HAS INCREASED BECAUSE OF IIP (S5DUM=2 AND D2_F=1/2)

D2D **What was the profit made by [A1DUM=1: your whole organisation; A1DUM=2/3/4: the site where you work] in the most recent complete financial year?**

INTERVIEWER NOTE: PLEASE PROBE FOR INTEGER VALUE BEFORE ACCEPTING DK RANGE, EVEN IF APPROXIMATE. PLEASE ENTER APPROPRIATE RANGE ON SUBSEQUENT SCREEN. IF INCORRECT, AMEND ORIGINAL ANSWER

[ANSWER MUST BE GREATER THAN ZERO]

IF DON'T KNOW (D2D=DK)

D2DD **Was it approximately...?**

READ OUT.

IF RECONTACT AND PROFIT HAS INCREASED BECAUSE OF IIP (S5DUM=2 AND D2_f=1/2)

D2E **And in the financial year before you were first recognised as liP what was the profit made by [A1DUM=1: your whole organisation; A1DUM=2/3/4: the site where you work]?**

INTERVIEWER NOTE: PLEASE PROBE FOR INTEGER VALUE BEFORE ACCEPTING DK RANGE, EVEN IF APPROXIMATE. PLEASE ENTER APPROPRIATE RANGE ON SUBSEQUENT SCREEN. IF INCORRECT, AMEND ORIGINAL ANSWER

[ANSWER MUST NOT BE GREATER THAN D2D ANSWER OR TOP END OF D2DD BAND]

IF DON'T KNOW (D2E=DK)

D2EE **Was it approximately...?**

READ OUT.

[ANSWER MUST NOT BE GREATER THAN D2D ANSWER OR TOP END OF D2DD BAND]

WRITE IN...	D2D	D2DD	D2E	D2EE
None			0	0
£5,000 or less	1	1	1	1
£5,000 to £9,999	2	2	2	2
£10,000 to £24,999	3	3	3	3
£25,000 to £49,999	4	4	4	4
£50,000 to £99,999	5	5	5	5
£100,000 to £199,999	6	6	6	6
£200,000 to £499,999	7	7	7	7
£500,000 to £999,999	8	8	8	8
£1 million and over but less than £2.5 million	9	9	9	9
£2.5 million and over but less than £5 million	10	10	10	10
£5 million or more	11	11	11	11
(DO NOT READ OUT) Don't know	X	X	X	X

IF FIGURE D2D or D2DD is > D2E or D2EE

D2F **How much of that increase would you put down to involvement in liP?**

WRITE IN% (IF ZERO CHECK ANSWER TO D2_F)
ALLOW DK

ASK ALL

D3 **And have the following increased, decreased or not changed among your staff since your [A1DUM organisation/site/department] achieved liP recognition [IF RENEWED (S5DUM=3): for the first time]?**

RANDOMISE ORDER	Significant Decrease	Slight Decrease	Stayed the same	Slight Increase	Significant Increase	(DO NOT READ OUT) Too early to say	(DO NOT READ OUT) DK
a Absenteeism among staff	1	2	3	4	5	6	7
b Staff commitment to the organisation	1	2	3	4	5	6	7
c Staff turnover	1	2	3	4	5	6	7
d Recruitment costs	1	2	3	4	5	6	7
e The incidence of needing to take disciplinary action against staff	1	2	3	4	5	6	7
f The quantity of job applicants	1	2	3	4	5	6	7
g The quality of job applicants	1	2	3	4	5	6	7
h The effectiveness of management policies	1	2	3	4	5	6	7
i The quality of leadership skills	1	2	3	4	5	6	7

FOR ANY THAT HAVE SEEN A CHANGE IN SHADED BOXES AT D3

D4 **To what extent do you attribute these (IF D3=1/2: decreases / IF D3=4/5: increases) in <EACH FACTOR IN A SHADED BOX AT D3> to holding the Investors in People standard?**

RANDOMISE ORDER	To a large extent	To some extent	Did not play a part	(DO NOT READ OUT) Too early to say	(DO NOT READ OUT) 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
h Effectiveness of management policies	1	2	3	4	5
i The quality of leadership skills	1	2	3	4	5

ASK ALL

D5 **And has your [A1DUM organisation/site/department] introduced any new products or services [IF NEW RECOGNITION (S5DUM=1) since you achieved IiP recognition] [IF RECONTACT (S5DUM=2): since we spoke to you last Autumn]?**

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 the Investors in People standard, 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

ASK ALL

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

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

IF YES (D8=1)

D9 **What were these anticipated benefits that have NOT been realised?**

WRITE IN

ASK ALL

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

Yes	1
No	2
Don't know	3

D11 DELETED

ASK ALL

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

D13 DELETED

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 RECONTACT-RENEWAL (S5DUM=3)

- E1A **You mentioned earlier that you had renewed your Investors in People recognition. What was the MAIN reason for your [A1DUM organisation/site/department] deciding to renew this?**

WRITE IN

IF RECONTACT-RENEWAL (S5DUM=3)

- E1B **How did the renewal process compare to when you were first working to achieve liP 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

ASK ALL

- 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

- E2 IF POSITIVE OR NEGATIVE AT E1:
 A) IF E1=1-3 **Why do you say that?**
 B) IF E1=4-6 **Why do you say that?**

WRITE IN

- E3 IF NEW RECOGNITIONS OR RECONTACT-RENEWAL (S5DUM=1 OR 3)
What level of liP recognition has your [A1DUM organisation/site/department] achieved?
 DO NOT READ OUT. CODE ONE ONLY
 IF HAS STATUS ON SAMPLE (STATUS=1-5)
 IF NEEDED PROMPT WITH: **According to our records your [A1DUM organisation/site/department] has achieved [STATUS ON SAMPLE: champion/gold/silver/bronze/standard] Investors in People recognition. Can I confirm this is correct?**

Bronze	1	CHECK E7A FILTER
Silver	2	
Gold	3	
Champion Status	4	
Standard	5	ASK E4

E3DUM liP Level DUMMY VARIABLE, DO NOT ASK

Bronze (E3=1 OR S5DUM=4 AND sample status=3)	1	
Silver (E3=2 OR S5DUM=4 AND sample status=2)	2	
Gold (E3=3 OR S5DUM=4 AND sample status=1)	3	
Champion (E3=4 OR S5DUM=4 AND sample status=4)	4	
Standard (E3=5 OR S5DUM=4 AND sample status=5)	5	

- E4 ASK IF STANDARD liP LEVEL (E3DUM=5)
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	CHECK E7A FILTER
aware of the terms but unsure what the requirements for these standards are	2	
Or are you not familiar with these terms	3	

- E5 DELETED
 E6 DELETED
 E7 DELETED

IF RECONTACT (S5DUM=2):

E7A **Over the last 12 months would you say the importance of liP to your [A1DUM organisation/site/department] has increased, decreased or stayed the same?**

Increased	1	
Decreased	2	
Stayed the same	3	
Don't know	4	

IF IMPORTANCE OF liP HAS CHANGED (E7A =1 or 2)

E7B **Why do you say that?**

WRITE IN Don't know ...X

ASK ALL

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

ASK ALL

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	

ASK ALL

E9a **How likely are you to recommend the Investors in People standard? Please rate on a scale of 1 to 10, where 1 is not at all likely and 10 is extremely likely.**

Not at all likely										Extremely likely	Don't know
1	2	3	4	5	6	7	8	9	10	X	

ASK ALL

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

<p>WRITE IN</p> <p>NoneV</p> <p>Don't know ...X</p>

Firmographics

ASK ALL NEW RECOGNITIONS (S5DUM=1)

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 EXCEPT IF RECONTACT OPERATING 20 YEARS OR LONGER (S5DUM=2 AND tradehist =6)

F2 **How long has your [A1DUM organisation/site/department] been in operation?**

DO NOT READ OUT – PROMPT IF NECESSARY

IF NEW RECOGNITION (S5DUM=1): Less than 12 months	1
1-5 years	2
6-9 years	3
10-14 years	4
15-19 years	5
20+ years	6
(DO NOT READ OUT) Don't know	X

- F1 MOVED TO SECTION A
- F3 MOVED TO SECTION A

- F5 DELETED
- F6 DELETED
- F7 DELETED

Closing questions

ASK ALL

- G1 **Thank you very much for taking the time to speak to us today. It may be necessary for IFF Research or another research company to call you back regarding liP on behalf of UKCES in future. Would you be happy to be re-contacted and for your contact details to be passed on to a third party for the purpose of future research studies looking at improving the liP standard for participating organisations?**

Yes	1
No	2

- G2 DELETED
- G3 DELETED

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, JOB TITLE, 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 and Working Futures 2007-2017 - Technical Report and Executive Summary

Evidence report 3

Employee Demand for Skills: A Review of Evidence & Policy and Executive Summary

Evidence report 4

High Performance Working: A Synthesis of Key Literature and Executive Summary

Evidence report 5

High Performance Working: Developing a Survey Tool and Executive Summary

Evidence report 6

Review of Employer Collective Measures: A Conceptual Review from a Public Policy Perspective and Executive Summary

Evidence report 7

Review of Employer Collective Measures: Empirical Review and Executive Summary

Evidence report 8

Review of Employer Collective Measures: Policy Review and Executive Summary

Evidence report 9

Review of Employer Collective Measures: Policy Prioritisation and Executive Summary

Evidence report 10

Review of Employer Collective Measures: Final Report and Executive Summary

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 for England 2009: Key findings report

Evidence report 14

Strategic Skills Needs in the Bio-medical Sector and Executive Summary

Evidence report 15

Strategic Skills Needs in the Financial Services Sector and Executive Summary

Evidence report 16
Strategic Skills Needs in the Low Carbon Energy Generation Sector and Executive Summary

Evidence report 17
Horizon Scanning and Scenario Building: Scenarios for Skills 2020 and Executive Summary

Evidence report 18
High Performance Working: A Policy Review and Executive Summary

Evidence report 19
High Performance Working: Employer Case Studies

Evidence report 20
A Theoretical Review of Skill Shortages and Skill Needs

Evidence report 21
High Performance Working: Case Studies Analytical Report and Executive Summary

Evidence report 22
The Value of Skills: An Evidence Review

Evidence report 23
National Employer Skills Survey for England 2009: Main report

Evidence report 24
Perspectives and Performance of Investors in People: A Literature Review

Evidence report 25
Employer Perspectives Survey 2010 and Executive Summary

Evidence report 26
The UK Employment and Skills Almanac 2010

Evidence report 27
Exploring Employer Behaviour in relation to Investors in People and Executive Summary

Evidence report 28
Investors in People Research on the New Choices Approach and Executive Summary

Evidence report 29
Defining and Measuring Training Activity

Evidence report 30
Product strategies, skills shortages and skills updating needs

Evidence report 31
Skills for self employment and Executive summary

Evidence report 32

The impact of student and migrant employment on low skilled people and Executive summary

Evidence report 33

Rebalancing the economy sectorally and spatially and Executive summary

Evidence report 34

Maximising employment and skills in the offshore wind supply chain and Executive summary

Evidence report 35

The role of career adaptability in skills supply

Evidence report 36

Impact of HE on part-time students and Executive summary

Evidence report 37

International approaches to high performance working and Executive summary and Case study

Evidence report 38

Role of skills from worklessness to sustainable employment with progression and Executive Summary

Evidence report 39

Skills and economic performance: The impact of intangible assets on UK productivity growth and Executive summary

Evidence report 40

A review of occupational regulation and its impact and Executive summary

Evidence report 41

Working futures 2010-2020 and Executive summary

Evidence report 42

International approaches to the development of intermediate level skills and apprenticeships and Executive summary

Evidence report 43

Engaging low skilled employees in workplace learning

Evidence report 44

Developing occupational skills profiles for the UK : a feasibility study

Evidence report 45

UK Commission's Employer Skills Survey 2011 : UK Results

Evidence report 46

UK Commission's Employer Skills Survey 2011 : England Results

Evidence report 47

Understanding training levies

Evidence report 48
Sector Skills Insights : Advanced Manufacturing

Evidence report 49
Sector Skills Insights : Digital & Creative

Evidence report 50
Sector Skills Insights : Construction

Evidence report 51
Sector Skills Insights : Energy

Evidence report 52
Sector Skills Insights : Health & Social Care

Evidence report 53
Sector Skills Insights : Retail

Evidence report 54
Research to support the evaluation of liP: Employer survey

Evidence report 55
Sector Skills Insights : Tourism

Evidence report 56
Sector Skills Insights : Professional and Business Services

Evidence report 57
Sector Skills Insights : Education

Evidence report 58
Evaluation of Investors in People : Employer Case Studies

Evidence report 59
An Initial Formative Evaluation of Best Market Solutions

Evidence report 60
UK Commission's Employer Skills Survey 2011: Northern Ireland results

Evidence report 61
UK Skill levels and international competitiveness

Evidence report 62
UK Commission's Employer Skills Survey 2012 : Wales results

Evidence Report 63
The UK Employer Skills Survey 2011 : Technical Report

Evidence Report 64
The UK Commission's Employer Perspective Survey 2012

Evidence Report 65
The UK Employer Skills Survey 2011 : Scotland Results

Evidence Report 66
Understanding Employer Networks

Evidence Report 67
Understanding Occupational Regulation

Evidence Report 68
Research to support the evaluation of Investors in People (Year 2)

By Mark Winterbotham, Camila Huckle and
Andrew Skone James of IFF Research

Edited by Rebecca Jones, Research Manager,
UK Commission for Employment and Skills

Evidence Reports present detailed findings of the research produced by the UK Commission for Employment and Skills. The reports contribute to the accumulation of knowledge and intelligence on skills and employment issues through the review of existing evidence or through primary research. All of the outputs of the UK Commission can be accessed on our website at www.ukces.org.uk

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