

Insights

Assessment Report

Premier Group Construction

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Special thanks are also due to Jackie Towell, Group HR Manager, for her help in co-ordinating the preparations for the online assessment, collecting key documentation and ensuring that the interview arrangements ran smoothly. She also provided a valuable background insight into the company's management.

N.B. The legal entity being assessed and registered with Investors in People is CNC (Supplies) Limited. Now part of the Premier Group of companies, they trade as 'Premier Group Construction' and prefer to be known and described in that way. Throughout the remainder of this report the latter name is used or, occasionally and for brevity, 'Premier'.

Executive Summary

Premier Group Construction specialises in the building, knock down, rebuild, refurbishment, and decommissioning of petrol stations forecourts and retail shops. In addition, it manages the fabric of around 250 sites nationwide for major petroleum retailers. Based in Swansea, the company employs around 80 staff – numbers fluctuate slightly, reflecting contracts and seasonality. Around a third of these are at its office base and the remainder on various sites around the UK. The company was assessed in March 2017.

The Investors in People Standard sets a world class framework which the company already uses and which will continue to use to help it achieve its ambition. The assessment comprised a self-diagnostic completed at the Context Discussion, online assessment deployed to all staff, interviews by the assessor with a selection of people individually in pairs and groups, and review of documents used by the company such as the company strategy and Business Plan.

Premier Group Construction has grown consistently, more than doubling in size since its last assessment. The business is continually adapting to the ever changing market place and has developed a clear business strategy based on being a leader in its market sector. The company prides itself on innovation and is responds quickly to changing demand from its clients e.g. Texaco, Tesco etc. and internally with radical new approaches to workflow management such as its new Premas1s initiative.

Like most businesses, the ever present challenge is in balancing opposing demands for resources between client expectation and achieving revenue and profit targets. The company manages high levels of productivity while investment in people's development and achieving quality within a busy construction site environment. This happens whilst being both innovative and continually motivating its people – all are key to achieving the right balance.

The findings of the 2017 assessment show that Premier Group Construction has strengths in every area of the IIP Standard. The outcome of interviews and the results of the online assessment were very positive in every regard with only one exception being for Recognition and Reward (Indicator 5) where the score is still significantly better than the construction sector benchmark. The interviews also showed that employees felt that the recognition and reward were done well, though perhaps would benefit from a refresh.

A summary of the main strengths are as follows:

- Inclusive and trusted leadership which means that people have good role models to follow and believe they are fairly treated. This has a motivating effect on staff and morale is high. People go the extra mile to achieve results.
- A clear vision for growth that makes it possible to set measurable objectives and measure progress in a timely manner. It enables people to feel included and clearly understand their role; performance can be managed and measured. People said they are committed to doing their best for the business as it gave them sustainable employment and opportunities for progression.
- A simple and clear business strategy and plan that leads managers in their operational plans and thus engages staff to achieve the targets and goals
- Willingness to bring in outsiders with appropriate experience to provide quality leadership (the company had just appointed a new senior manager with a strong record in leadership and management in the Royal Navy).
- A structure of management that clarity and encourages team working.

- A complete absence of any blame culture and a feeling of trust of managers in individuals and teams.
- Clear values that are widely shared and bought into by the vast majority of staff and are embedded in day to day work practices.
- Understanding that the culture of the organisation is key to successful delivery. This makes the IIP framework a particularly relevant quality standard.
- Good performance management practices which are well developed and being rolled out to all staff (approximately 70% of staff had been covered at the time of assessment, in the current cycle). This builds on a very strong culture of excellent communication through multiple channels and an open-door policy for approaching and discussing matters of personal and work interest with managers. Staff warmly supported this approach
- Investment in staff development – particularly operational and health and safety.
- Promotes a culture of continuous improvement and encouraging innovation so that it will continue to remain at the forefront of their market sector.
- Has a positive impact on people and community through employment and through a wide range of community engagement giving and other activities.

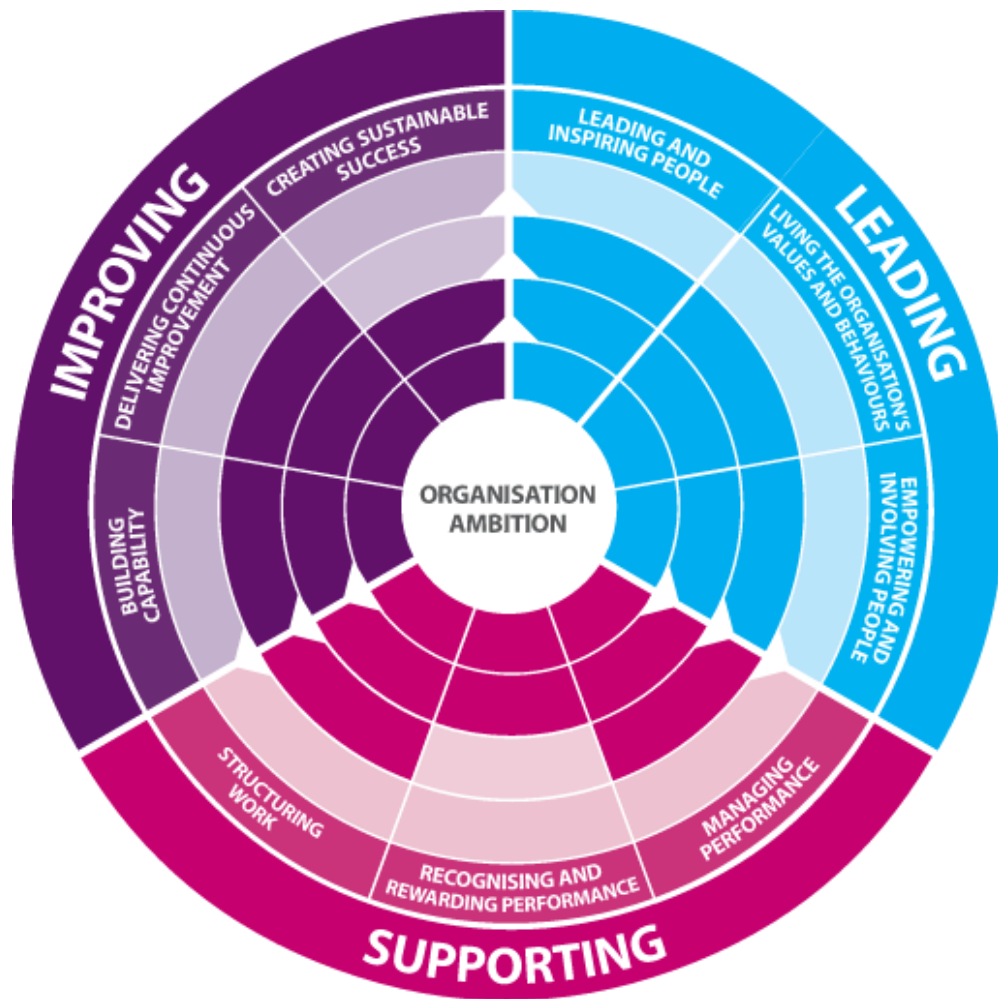
The assessment also revealed areas where there is a need to strengthen practices in support of achieving its business ambitions and for continuous improvement in its IIP level of achievement, whilst supporting the company to achieve its business ambitions. These include:

- reviewing and refreshing its reward practices in relation to recognising higher performance in order to sustain motivation of staff as each year's objectives are set. Reward and Recognition was the IIP indicator with the lowest score (though still high and significantly above the construction sector norm). Staff liked and warmed to the overall arrangements but clearly felt that it was becoming 'part of the package' rather than a motivational tool.
- Completing roll out of the formal performance appraisal. Though current arrangements are working well, (and the transient nature of construction workforce also mitigates against this to some extent) some interviews commented on the lack of a regular appraisal and the need for consistency across all employees. This would also help the company identify potential talent (to aid succession planning), accelerate individual development and ultimately improve business productivity.
- Embracing change in pursuance of sustainable success
- Ensuring consistent opportunities are given for leadership and management development in appropriate staff.

The company achieved some higher levels of performance in the Assessment than senior managers had suggested in the Context Meeting. They were at Advanced level, as opposed to Established level, in several indicators (see chart). The possible reason for this disparity is that the senior management team were perhaps overly judgemental. Premier Group Construction is at Advanced level in all but two of the nine indicators, and with clear indication of high performing practices and principles in practice, resulting in the achievement of the Investor in People Gold IIP award.

The heat map, below, summarise these results. The shaded cells represent the maturity level against each indicator. The more cells shaded, the more mature and embedded the practices are within Premier Group Construction.

Premier Group Construction's assessment outcome



Premier Group Construction's final award outcome



Introduction

Premier Group Construction (registered as CNC Supplies Limited) sought re-assessment against the Investors in People standard in March 2017, having held Silver accreditation for the previous 3 years. This is the company's fourth assessment against the IIP Framework.

The company was originally established in 1994 and acquired by its present owners in 2002. Historically it has specialised in the building, knock down, rebuild, refurbishment, and decommissioning of petrol stations forecourts and retail shops. In addition, it manages the fabric of around 250 sites nationwide for major petroleum retailers. Based in Swansea, the company employs around 80 staff – actual numbers fluctuate slightly, reflecting contracts and seasonality. Around a third of these are at its office base and the remainder on various sites around the UK.

Since its founding in 1994, the company has grown and changed and it has gradually positioned itself in the market as a UK leader in petroleum forecourt facility construction. It is part of a wider group of companies – the Premier Group – which comprises other smaller companies based in England. The Swansea construction division company is the largest enterprise within the group and has nearly 80% of group turnover. It also provides some shared services to the others. In the last year or so, the Swansea business has also absorbed another group division from Nottingham and the five staff there have just been 'TUPE'd across'.

Organisations that meet the world-recognised Investors in People Standard reflect the very best in people management excellence. Underpinning the Standard is the Investors in People Framework. Based on 25 years of leading practice, the latest research and workplace trends, the Investors in People Framework is organised around nine key indicators of high performance each with three underpinning themes.

To achieve accreditation, organisations are assessed against these themes and indicators, leading to an award level of Standard, Silver, Gold or Platinum that represents the level of performance achieved, or the level of 'performance', from a fundamental 'developed' level to 'high performing'. Assessment is carried out using surveys, interviews, meetings and observation. The approach taken in the assessment of Premier Group Construction is summarised in a later section of the report. The accreditation awarded represents the current level achieved and the Standard can be used to facilitate ongoing development of people management practices.

This report, therefore, summarises the assessment of Premier Group Construction and the level achieved. Following the Introduction, the analysis of the organisation carried out to provide insights into the organisation for IIP assessment is summarised. Two 'heat maps' are included, showing Premier Group Construction's own assessment against the Standard, and the level that the organisation aspires to achieve. This is followed by a summary of the approach taken in the assessment process and of the overall assessment findings. The assessment against each indicator is then given in turn, noting strengths and development needs. Finally, implications of the assessment for Premier Group Construction are discussed, outlining development recommendations.

The senior management team expressed a wish for a short and succinct report together with the opportunity to discuss further detail in a feedback session in April 2017 and to review the detailed results of the online assessment, as necessary.

Organisational context

Strategy

The company's business focus and mission is:

“To be the best and most successful company in our chosen market by providing unrivalled technical advice, service and client support”

Leadership, as always, is a key part of achieving this. A key change over recent years has been the recruitment of new, qualified and experienced managers to provide the company with the expertise to take it on to another level. They now form the core of the senior management team together with the long served and experienced Managing Director. The latter is also a major shareholder in the Group. More recently a new Director has been added to the main Board who is also a long standing senior manager in the Swansea company and a former Royal Navy officer with extensive leadership and management experience has also just joined the team. The company has also invested substantially in new headquarter premises which provides office based employees and the managers with a modern environment to work in and also presents the company well to its customers and stakeholders.

Organisational Ambition

The company ambition is as follows:

- Sustainable success: to become first choice for new clients.
- Excellence in staff investment: strong leadership, to invest in our employees, as they are the heart of the company that allows it to flow successfully.
- Excellence in staff development: to protect and train our staff, so that we offer a highly skilled, safe workforce to our customers.
- Innovation: to continue to invest in I.C.T. solutions that are unrivalled in our industry.
- Putting people first: To practice the highest standards of safety and accident prevention.

Their overall vision is to be a market leader in their current market providing an innovative approach to how they go about their business, with solutions and a team that believes in the core values of the business. By this means, they will develop the company as a specialist construction and maintenance core of The Premier Group, fulfilling the aspirations of the Group Directors and shareholders:

- To help the client achieve their objectives in selecting the best possible design to give a cost effective product and after sales service
- To ensure that jobs finish on time with a smooth passage through the various regulatory processes and the minimum disruption to the client, customers and public
- To maintain close relations with the client to ensure that he understands what is involved in the work and the implication of any changes
- To set and achieve targets for sales and profitability, managing changes in strategy, whilst maintain growth and profitability.
- To facilitate best practices and achieve economies of scale in the procurement of goods, plant & equipment and services.

Company Values

The company has well developed and shared people focussed values:

People First: we recognise potential and invest in our people to ensure success

Leading Safety: we work to continuously improve our performance and be known as leaders for health and safety

Solution Focused: being solution focussed and adapting to company and customer needs

Investors in People and the company's strategy

The company has been on a journey of change and development over the last three years. People are at the heart of everything they do (*'our product is our people; people are our resource'*) and they want to make sure this is reflected in the way they run the business. In this context, IIP is particularly important to the company and they want to use the review against the framework to set a benchmark for their practices now and support the future journey.

The IIP assessment in general gives a clear insight into how this is being achieved. The IIP online assessment also gives the opportunity to every member of staff to have their say so a robust view is obtained from a high response rate.

A Context Discussion was held on 16th February 2017 and this report contains copies of the heat maps setting out where the leadership team believe sits against the IIP indicators ('As-is' heat map) and where the same group believed it needs to reach ('To-be' heat map) in order to achieve its organisational ambition.

Strengths and challenges

The company believes that it has moved forward significantly in the way it leads and manages its people. They use clear targets and regular review of performance to focus on their strengths and address any challenges that are identified. Excellent communication and strong engagement of staff is regarded as vital to the company's successful operation and delivery of its services. On a day to day basis, managers are continually strengthening engagement. Strategically the company continues to improve its practices in incentivising staff though (as explained below) its recognition and reward practices may benefit from a refresh.

Metrics

Human Resource metrics were discussed in the late 2016 discovery meeting and at the more recent Context Discussion, with follow up detail provided by the Group HR Manager. The company includes its people KPIs as part of the monthly KPI report for the SMT meeting. Metrics are broadly benchmarked against industry norms. The KPI reporting is an approach that the company has developed steadily to match its performance and review management systems.

The key people KPIs are:

- ▶ Employee Retention
- ▶ Employee Engagement (goals, contribution, drive, R&R)
- ▶ Managers commitment to Reviews & Appraisals
- ▶ Managers commitment to Learning & Development
- ▶ Maternity Leaves
- ▶ Sick Days

- Absences of 4 Weeks or More

Premier Group Construction Self-diagnostic

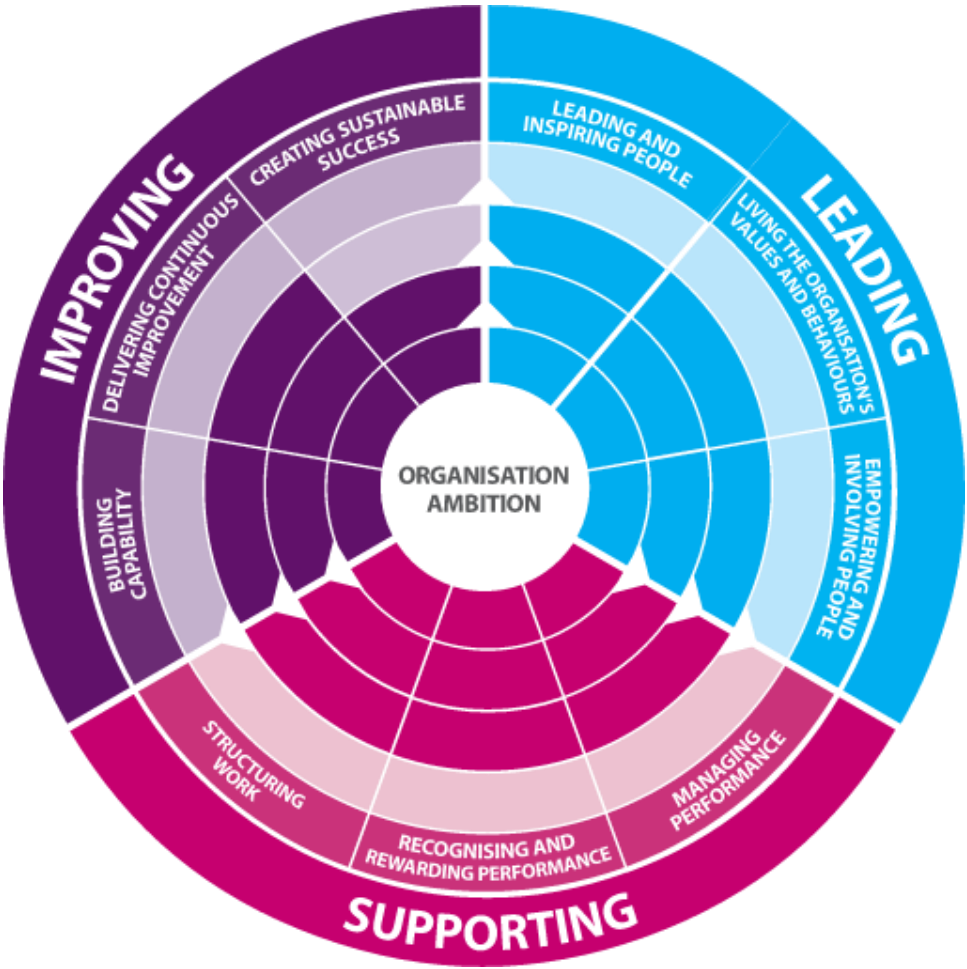
The Premier Group Construction senior management team reviewed their perceived position against the IIP Framework as part of the Context Discussion. This showed their belief that they are currently at 'Established level' for 5 areas and 4 at 'Developed' – see the 'As Is' heat map below. The company believed it had elements of 'Advanced' performance in some themes but sometimes practices were less well established and at a lower level of IIP, so bringing their self assessed achievement level to a lower level. The company would like to be at (and believed that they could reach) Advanced in 8 areas and Established in 1, to achieve their ambitions.

This quite modest level of self assessment is an important one for the company to consider and will be addressed again later in this document.

'As Is' heat map



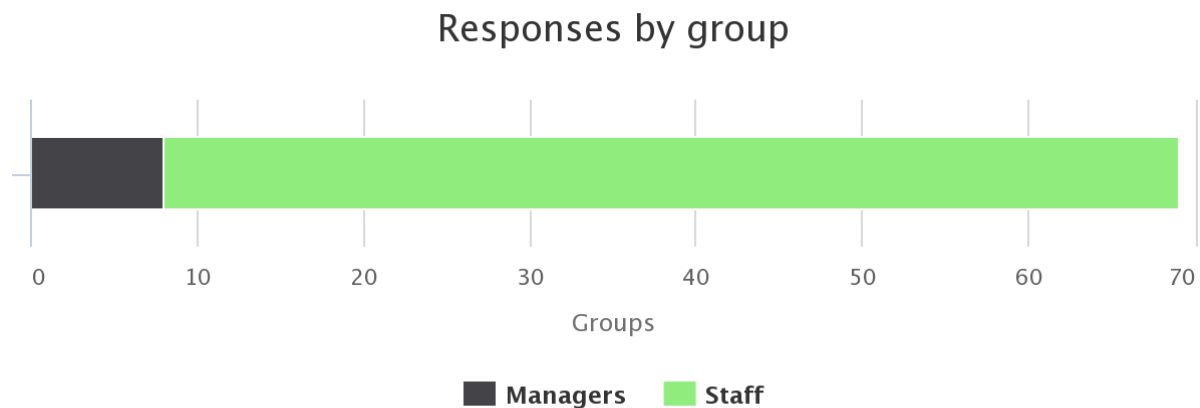
Aspiration or 'To-be' heat map



Assessment Approach

Following the initial Context Discussion, from which details for the organisational analysis were elicited, the organisation was assessed primarily using the IIP40 survey and interviews. Staff were first informed of the IIP assessment and accreditation process by HR in November 2016, when they were asked to take part in completing the survey and a possible interview. This gave time to deal with any questions or issues that staff raised. HR report that there were no material issues and that staff were more than happy to be involved. As a small organisation of just 80 members of staff, all staff were asked to complete the IIP40 survey. Some 69 completed surveys were returned (86%), indicating a good level of engagement by staff. Returned surveys represented all areas and levels of Premier Group Construction.

The company opted for two groupings (managers: 8 / staff: 72) in setting up the online assessment. The chart below shows the number of responses by each group. When reporting on group results, there is a requirement to have a minimum number of 7 in each group to protect confidentiality.



Surveys were analysed to determine key themes or issues and these were used as one basis on which interviews were designed and selected. Semi-structured interviews were carried out with 17 respondents, from all functions and levels though mainly non-senior manager, selected purposively because they were ideally placed to discuss IIP related issues. Each was interviewed one-to-one or in pairs and confidentiality was assured, together with an explanation being given of the process and record keeping. Ten interviews were in a private office; 6 in a group interview of staff; 1 via telephone to Nottingham, again all privately conducted. Interviews normally lasted up to 60 minutes. All respondents appeared willingly to share and discuss their experiences.

One observation activity was carried out of a Procurement Team meeting and general movement around the various office site also allowed effective observation of activities and interactions between staff, and between staff and managers.

Data on which the assessment was based included that elicited from the survey and interviews, observations and documents provided by Premier Group Construction. The extensive range of documents provided included Premier Group Construction's business strategy, business plan details, the full suite of HR procedures and key performance metrics.

How Premier Group Construction was assessed



The online assessment was deployed to 80 employees and saw a response of 69 (86%). This was above the international Investors in People guidelines and therefore the sample is considered statistically significant.



Based on the finding from the online assessment, we interviewed 17 employees from across the organisation.



Types of observation activities that took place included a passive observation of a Procurement and Stores meeting and a group discussion and interview with a cross section of maintenance team members.



Types of analysis undertaken and the sources of information used included a desktop review of key policies, strategies, corporate reports and plans; relational analysis of the online assessments, review of interviewee feedback and commentary, analysis of interview results and cross referral / triangulation between key sources

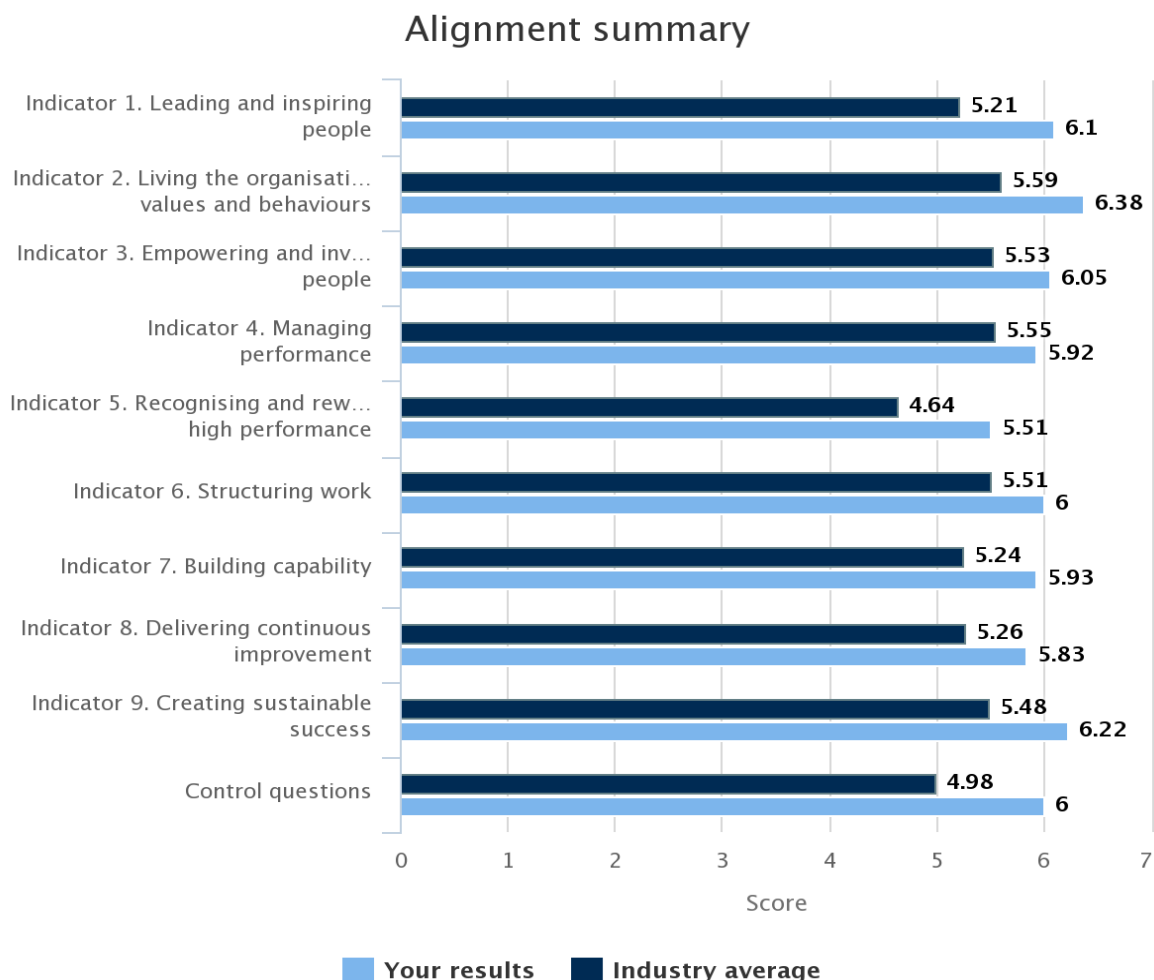
Detailed Assessment Outcome

This section provides a detailed analysis of Premier Group Construction's assessment against the IIP framework. The various detailed outcomes are as follows:

- Industry benchmark overview chart
- Overview of the online assessment results
- Individual indicator results in detail – each one states the level of performance attained in that indicator
- Annex 1 – Table showing the assessed maturity level for each of the 27 themes within the IIP framework.
- Annex 2 – Additional tables and charts containing detailed breakdown of each indicator by group (these are a separate document available to be sent directly to the client)

For the purposes of establishing an industry benchmark, data collected from the construction sector has been used as a benchmark, and is shown below. The benchmark outcome, below, shows that Premier Group Construction's online assessment results are significantly above the industry average for each of the 9 indicators. N.B. Maximum possible 'score' is 7.0

Premier Group Construction industry benchmark



Overview of online assessment results

This overview chart below provides a summary of the organisation's online assessment results, showing a breakdown of responses at an aggregated indicator level. The IIP40 question set in the online assessment covers all indicators of the IIP Standard. Each question asks respondents to rate agreement with statements aligned to one of the 9 Indicators. Responses are categorised from Strongly Disagree (1) to Strongly Agree (7). The 1-7 point scale is then used as a score of alignment against the Standard. In this report points 5 -7 are displayed in green and are positive results.

The table below highlights the company strengths (green) and weaknesses (red). The latter indicate scope for development and provide a deeper insight themselves into why it may be needed. Together, they indicate what the company needs to focus on to achieve where it would like to be by its next full assessment as can be seen in the 'To Be' Heatmap.

Overview of online assessment results

IIP Indicator	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Indicator 1. Leading and inspiring people	40.75% (112)	38.75% (107)	13.25% (36)	4.75% (13)	1.75% (5)	0.25% (1)	0.50% (2)
Indicator 2. Living the organisation's values and behaviours	49.00% (135)	43.75% (121)	5.25% (15)	0.50% (1)	0.75% (2)	0.25% (1)	0.50% (1)
Indicator 3. Empowering and involving people	41.25% (113)	42.25% (117)	8.00% (22)	1.25% (4)	4.00% (11)	2.00% (6)	1.25% (3)
Indicator 4. Managing performance	35.75% (98)	42.00% (116)	11.00% (30)	6.75% (19)	0.75% (2)	2.00% (6)	1.75% (5)
Indicator 5. Recognising and rewarding high performance	25.25% (69)	38.00% (105)	17.50% (48)	7.25% (20)	5.75% (16)	5.25% (15)	1.00% (3)
Indicator 6. Structuring work	39.25% (108)	40.75% (113)	11.25% (31)	3.75% (11)	1.25% (3)	1.50% (4)	2.25% (6)
Indicator 7. Building capability	37.50% (103)	38.25% (105)	14.25% (39)	4.25% (12)	2.00% (6)	1.75% (5)	2.00% (6)
Indicator 8. Delivering continuous improvement	34.25% (94)	38.25% (105)	15.25% (42)	5.75% (16)	2.75% (8)	2.00% (6)	1.75% (5)
Indicator 9. Creating sustainable success	45.75% (127)	39.00% (107)	7.75% (21)	6.00% (17)	1.25% (3)	0.25% (1)	0.00% (0)
Control questions	38.50% (106)	38.75% (107)	13.00% (36)	5.00% (14)	1.50% (4)	3.25% (9)	0.00% (0)

Please note that some totals will exceed the number of overall submissions due to multiple questions across indicators.

Detailed information regarding the online assessment results are available in Annex 2 (available separately, on request, as a PDF document).

Indicator 1: Leading and Inspiring People

Indicator: 1. Leading and inspiring people

Question	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I trust the leaders in my organisation	52% (36)	32% (22)	9% (6)	3% (2)	3% (2)	1% (1)	0% (0)
My organisation develops great leaders	28% (19)	41% (28)	20% (14)	7% (5)	3% (2)	0% (0)	1% (1)
Our leaders clearly communicate the organisation's vision and objectives	45% (31)	39% (27)	12% (8)	3% (2)	1% (1)	0% (0)	0% (0)
Our leaders motivate me to achieve exceptional results	38% (26)	43% (30)	12% (8)	6% (4)	0% (0)	0% (0)	1% (1)

About this indicator ...

This indicator relates to how leaders make the organisation's objectives clear, inspire and motivate people to deliver against them and are trusted by people in the organisation. In the table above, green highlights stronger positive sentiment across the themes. Red highlights stronger negative sentiment across the themes.

The company mission is:

“To be the best and most successful company in our chosen market by providing unrivalled technical advice, service and client support”

The company has a clear long term strategy which is developed at a high level in the company business plan. The strategy and business plan contain the vision, the specific objectives and company values. These are cascaded down to each area of the business and ownership taken by the appropriate senior manager and team leader.

Interviewees and senior staff at the Context Discussion gave numerous examples of how the company goes about delivering this. These ranged from regular and full consultation through multiple forms of communication and knowledge sharing. Leaders spoke of the way that they trust people and displayed a high degree of self awareness in how this was demonstrated and kept under review. People described how the whole package left them feeling motivated and able to operate with a sense of ownership and passion for the service that they were delivering. They understood how it all fit in to delivering the company's own objectives.

“We know what is going on – there is a company newsletter, emails, staff meetings and lots of other ways too e.g. annual directors message”

The online assessment results overall suggests that people agree quite strongly that they trust the leaders of the organisation, that the company vision and objectives are clearly communicated and that they are motivated to achieve great results. This was confirmed in the various interviews and other on site activities.

The results of the online assessment shows the company is strong in this area with results ranging from 96% on communicating vision and objectives to 89% on developing great leaders. Developing leaders at team leader level is a work in progress and will continue as the business grows. The benchmark score is 6.1 against the industry figure (construction) of 5.21.

Creating transparency and trust

Leaders explained, in interviews, how the organisation has effective internal communication systems in place, which encourage knowledge and information sharing throughout the organisation. People interviewed confirmed that communication from leaders is prompt, clear and is delivered in multiple formats, such as tool-box talks, emails, handheld tablets (used for site communications and training), Premier Group Construction TV etc.

“Steve (the MD) is very approachable, his door is always open – literally”

“You often see the MD on site – he’ll happily get his hands dirty”

Motivating people to deliver the organisation’s objectives

People gave examples of when and how the leaders and senior managers have motivated them to achieve their full potential and go the extra mile in delivering their part of the company’s overall objectives. They talked about various senior staff as role models and how they adopted what they felt were desirable approaches to leadership e.g. absolute clarity on objectives and detailed action planning, no blame culture, open ‘door’ policy for discussion, warm engagement with staff at all levels, knowing ‘when to draw the line’ and stay ‘no’, amongst others. The company was also regularly described as supportive at the personal level – prioritising staff return from remote locations for example, to deal with family crises.

Developing leadership capability

Leaders were able to show (in the Context Discussion and in individual interviews) how they define the current and future skills and qualities that they, senior managers and others, need to achieve the organisation’s vision and values.

“Our product is our people – identifying their personal and emotional needs is important”

“Senior managers are professional people who know what they are doing”

They were also able to describe in some detail how they are involved in defining the current and future capabilities that they will need. Senior managers described how they encouraged leadership and management training with the Managing Director personally following an ILM course. Several interviews including site staff quoted this at interview with a clear indication that they saw this as form of role model to be admired and, in some cases, followed.

Further development

The company has already reached the level that it hoped to be in three years from now for this indicator. As mentioned earlier though, given the modest level of self assessment at the Context Discussion meeting, the Senior Management Team may wish to generally consider:

- their understanding of the new Investors in People Framework and how it relates to Premier Group Construction
- their internal mechanisms for self appraisal and awareness, particularly in relation to where the wish to be as a company in the next few years and in comparison with external benchmarking
- whether they are simply too modest about the nature of the company’s leadership, management, organisation and delivery, particularly in relation to its “people resource”
- how all this needs to be fed into leadership development and culture

This point arises again in several other indicators. For brevity it is not repeated each time but does appear as a recommendation for future action at the end of the report.

There is also one specific area where some further work would be useful. It was noticeable in the online assessment results that people felt a little less strongly (compared to other answers in this set) in support of the statement that “*my organisation develops great leaders*” – see below. When filtered for managers only (below) it appears that the feeling is far stronger amongst this senior cohort. This matter was explored at interview and appeared to be partly a combination of excessive modesty and also related to the changes in personal since the departure of a long serving senior colleague and prior to the imminent appointment of a new senior manager post.

Indicator: 1. Leading and inspiring people

Question	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I trust the leaders in my organisation	88% (7)	12% (1)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)
My organisation develops great leaders	12% (1)	50% (4)	38% (3)	0% (0)	0% (0)	0% (0)	0% (0)
Our leaders clearly communicate the organisation's vision and objectives	25% (2)	50% (4)	25% (2)	0% (0)	0% (0)	0% (0)	0% (0)
Our leaders motivate me to achieve exceptional results	25% (2)	75% (6)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)

Performance Level Achieved

ADVANCED

Indicator 2: Living the organisation's values and behaviours

Indicator: 2. Living the organisation's values and behaviours

Question	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I share the same values as my organisation	49% (34)	45% (31)	4% (3)	0% (0)	2% (1)	0% (0)	0% (0)
My day to day behaviour reflects the organisation's values	57% (39)	39% (27)	4% (3)	0% (0)	0% (0)	0% (0)	0% (0)
My organisation's values guide the way we operate and make decisions	48% (33)	45% (31)	4% (3)	2% (1)	0% (0)	1% (1)	0% (0)
We challenge behaviours which are not in line with our organisation's values	42% (29)	46% (32)	9% (6)	0% (0)	1% (1)	0% (0)	2% (1)

About this indicator ...

This indicator relates to how people and leaders act in line with the organisation's values and at all times. The online assessment questions explore whether they have the encouragement and support to challenge inconsistent behaviours.

The Context Discussion conclusions showed that senior managers had a modest self assessment view against the IIP standard for this indicator - but aspired to reach 'advanced' within three years. However, the result of the online assessment, coupled with interviews with staff and a review of the company's relevant documentation (linking up the Context Discussion, online assessment, interviews, benchmark data and documentation) confirmed that this area of strength was underestimated.

Operating in line with the values

The results of the online assessment show that the positive scores for this was 96%. The values are clearly stated and pervade every part of the business's operations. They are part of the business strategy documents and clearly regarded as underpinning the ambitions of the business. The Senior Management Team described how they have designed the processes to lead and manage people according to those values and that they in turn have grown out of the natural evolution of behaviours in the company. These range from leaders who demonstrate strong work behaviours e.g. positivity, good interpersonal skills, ability to influence others, being proactive and going the extra mile to an open, 'familial' culture of caring for each other, for staff and for the communities to which they belong.

Adopting the values

Staff members clearly felt they were accountable for their work standards and felt that quality of service delivery and health of safety of the individual was the most important thing. They also felt that the business cared for its people as well as having high expectations of them. People interviewed were very clear as to how the values were presented to them, the consultation on this details, inclusion of the values in training and induction and how they drew strength from them in determining operational priorities e.g. personal safety on site. They felt that their values were very relevant to them and gave them strength in understanding their position at any given time.

Living the values

It was clear that people understand what is expected of them in terms of behaviours. They confirmed this in interviews and the online assessment scores were very positive. They

confirmed that their job roles are clear and they are performance managed according to clear guidelines. They get feedback on their behaviours and if people are displaying problems the company has an open door and pro-active approach, known to all, for helping them. Managers and staff spoke about honesty and ethics. Staff felt that the trust level was high and they earned the trust of their managers through good performance and behaviours are well as giving the same respect in return.

“If you work hard – they will keep you in work; if you don’t, you’ll stick out like a sore thumb”

Further development

The company has reached the level that it saw itself as being in three years’ time and there are no further development areas in that respect. Ongoing monitoring of behaviours will benefit the business through strengthening the bonds of trust. Therefore the following are suggested for consideration:

- the company to measure how both it and its people make decisions based on values and not self interest
- enabling people to make positive challenges to behaviours not in line with values

Performance Level Achieved	ADVANCED
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Indicator 3: Empowering and involving people

Indicator: 3. Empowering and involving people

Question	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I am encouraged to take initiative in my role	57% (39)	30% (21)	7% (5)	0% (0)	3% (2)	3% (2)	0% (0)
I am trusted to make decisions in my role	44% (30)	39% (27)	9% (6)	1% (1)	6% (4)	0% (0)	1% (1)
I feel empowered to make decisions and act on them	29% (20)	55% (38)	7% (5)	3% (2)	3% (2)	1% (1)	2% (1)
I participate in decision making with others in my organisation	35% (24)	45% (31)	9% (6)	1% (1)	4% (3)	4% (3)	2% (1)

About this indicator ...

Questions in for this indicator set relate to whether there is a culture of trust and ownership in the organisation. The questions explore whether people feel empowered to make decisions and act on them.

These results show the company's strengths in this area. The overview result of the online assessment for this indicator is over 90% positive and only 7% disagreeing. Background analysis of the figures indicate only a minor gap in responses between frontline workers and managers. The company also outperformed the construction sector benchmark generally (by a score of 6.05 to 5.53).

This is a reflection of the commitment made by managers to empowering and supporting staff. Communication is seen as key. Through managers maintaining a close relationship with site workers and office teams, the company has simultaneously brought supervision / direction closer to the workers while at the same time engaging staff in empowerment.

Empowering People

People interviewed confirmed that they are given access to the information that they need to do their jobs in an effective and rewarding way. Good communication helps, in all its forms, as does the well matured 'employment journey' including induction, probation, appraisal (sometimes informal), daily briefings, tool box talks and general healthy banter and grapevine flow of information.

Everyone in the business has a clear designated team leader or line manager to help them do their job well. The key processes and activities which the company has set in place for this includes:

- Effective workforce planning and recruitment
- Clear job descriptions, induction and probation
- Structure of management and team leadership
- Commitment to delegation of responsibilities
- Regular cycles of meetings between managers and their teams
- Performance management appraisals and PDPs
- Training and development
- Review

Participating and collaborating

The company has employees who work at or from the main site mainly office based – around 30; and a site based flexible team structure of around 50 (fluctuating in number and location according to demand). The latter work on sites across the whole of the UK. Communication, collaboration and participating might be expected to be difficult but numerous examples were given of cross company and in team collaboration.

“We have regular inter team chats (Procurement and Finance)”

At the office base, examples of cross company collaboration (and of innovation) included the implementing of the Sage 200 accounts package and the new Premas1s IT quotation to invoice work flow and resource planning system. Both examples involved people from different departments and Finance or an IT team. Interviewees frequently talked about how this encouraged by in and removed fear of change.

Making decisions

Leaders trust and support people to make decisions in line with their level of responsibility and have created the conditions and processes to enable this to happen. Over 90% of respondees agreed with this view, with only 6% disagreeing. Good decision making is supported by good two way information flow through the management structure where data is shared up and down the company and decisions made on the basis of shared knowledge or data. Site based teams talked regularly of the excellent quality of site information packages given them the best possible start when picking up the traces at new work locations

Smaller decisions are taken locally as and when needed by site teams or with agreement of the immediate manager. Managers and staff know they have to build a case for bigger decisions. If unsure, people know who to go to and there were a number of instances where this was reported at interview. People are willing to commit themselves fully (often away for weeks on end) knowing that the company will support them when needed.

“No problems for bringing me home at short notice for a family emergency”

Further development

The company has reached the level that it saw itself as being in three years' time and there are no further development areas. To add value to empowerment and enhance the capacity building of leaders in the business it is suggested that the company rolls out a programme of leadership and decision making development to all appropriate site staff.

Performance Level Achieved	ADVANCED
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Indicator 4: Managing performance

Indicator: 4. Managing performance

Question	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I am encouraged to achieve high performance	54% (37)	33% (23)	7% (5)	4% (3)	0% (0)	0% (0)	2% (1)
I set my objectives with my line manager	26% (18)	48% (33)	9% (6)	16% (11)	0% (0)	0% (0)	1% (1)
My organisation's success is reliant on all of us achieving our individual objectives	41% (28)	48% (33)	9% (6)	1% (1)	0% (0)	1% (1)	0% (0)
My performance is reviewed regularly	22% (15)	39% (27)	19% (13)	6% (4)	3% (2)	7% (5)	4% (3)

About this indicator ...

Questions in this indicator relate to whether objectives within the organisation are suitably aligned, performance is measured, and feedback is used and given.

Managing performance is key to successful contracts delivery at Premier Group Construction. It is vital to the key ambitions of retaining contracts and reputation (as is excellent performance in health and safety) in their specific sector and to achieving profit goals. From discussions with the managers, staff and the document analysis, there is a clear performance management thread running through the business from strategy to setting and managing individual objectives. These show that the company has set up a structure of management to make sure it manages the delivery of its objectives through its people according to its values and integrated HR procedures.

The overview result of the Online Assessment for this indicator is close to 90% positive and less than 5% disagreeing. This is a very high rating and the company should take pride in what it has done to achieve this. Performance is also better than the sector benchmark 5.92 (Premier) and 5.55 (sector). More detailed analysis of the Online Assessment shows that the management group's results are nearly 100% in agreement and this is indicative of management confidence in its processes.

Setting Objectives

Two different kinds of objectives were discussed at interview – daily operational work and personal development objectives. Those interviewed were clear on their roles and on a day to day basis they referred to the means by which they have are set out for them, e.g. site packs.

Most staff interviewed were able to describe their personal development objectives and new that they were adequately supported e.g. site operational, H&S and machinery operating certificates. A few did flag up the absence of regular 1-2-1 formal appraisal opportunities. This was true of management, office and site staff. None felt that it had left them with any problem or held them back in anyway, all felt that they had been able to communicate their needs (when occurring) to their manager or foreman but it would nevertheless be good practice to see the PM system regularised so that all staff were able to have equal access to the same opportunity, as mentioned earlier.

Encouraging High Performance

This is a business with great ambition and which is already a UK market leader. High performance is something they are already working towards at an operational level. There is a clear golden thread running through the objectives to every job and person in the company. The company has put in place supporting structures, processes and activities such as coaching and training to support the creation of a high performance culture and reviews its operational activities to maintain success. This is a well embedded aspect of the culture.

Measuring and assessing performance

There is a formal annual appraisal process – directors, managers and team leaders appraise their team members which is a good example also of delegation in management. Senior managers appraise those next in line and so on. Appraisals are usually conducted at end of probationary periods, and there is regular feedback on day to day work throughout the year. Latest figures show that this only reaches 70% of staff and is still being rolled out this cycle. This represents a missed opportunity because of the successful and well regarded inclusive culture at Premier Group Construction (and is referred to at several other places in this report).

Appraisals are designed to give people the opportunity to talk about future prospects in the company and how they might reach new goals. Exceptional performance is also recorded. The focus of performance is never on blame but actively promoting improvement and getting people to be aware of their own performance levels, in order to foster continuous improvement.

Historically the focus has always been on personal 1-2-1 communication and there is truly an open-door policy where staff are encouraged and do take the opportunity to discuss their concerns with senior staff, the MD himself is regarded as a very open individual constantly in touch with the team at all locations.

It would be useful if these were incorporated with the HR metrics (see page 9) and used in strategic planning and in the monitoring of people's employment journey, to ensure that the company is gaining the optimum benefit from its investment in its staff in line with the business growth.

"Senior managers welcome you calling in to see them"

"They know their staff and make a point of getting to know new workforce members"

"I have regular 1-2-1 meetings, ad hoc chats and a proper performance appraisal"

"We are held accountable if we are seen to be not performing"

Further development

The company has reached the level that it saw itself as being in three years' time and there are no further development areas. It is, however, suggested that the company formalises metrics for performance management activity and report regularly to the Senior Management Team

Performance Level Achieved	ADVANCED
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Indicator 5: Recognising and rewarding high performance

Indicator: 5. Recognising and rewarding high performance

Question	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I feel appreciated for the work I do	25% (17)	44% (30)	16% (11)	4% (3)	4% (3)	4% (3)	3% (2)
I/my team are consistently recognised when we exceed expectations	25% (17)	35% (24)	20% (14)	6% (4)	10% (7)	4% (3)	0% (0)
I/my team receive higher levels of recognition and reward for higher levels of performance	15% (10)	33% (23)	22% (15)	16% (11)	6% (4)	7% (5)	1% (1)
My organisation has a flexible approach to recognition and reward	36% (25)	40% (28)	12% (8)	3% (2)	3% (2)	6% (4)	0% (0)

About this indicator ...

Questions in this set relate to whether recognition and reward is clear, fair and appropriate, and specifically is there is a culture of appreciation where people are motivated to perform at their best.

It is fair to say that this is an indicator where people may often have strong feelings e.g. they themselves may feel that they have been overlooked or someone they do not favour well has been overly rewarded. Equally, a well-run and continually refreshed R&R process can certainly be a powerful tool in driving performance.

At Premier Group Construction, the approach to reward and recognition is reflective of the friendly, inclusive and familial management style of the business. To incentivise staff to perform well, the company uses social rewards such as funded events, and personal rewards (Kudos) such as vouchers to give appreciation to individuals and teams who show positive attitudes or actions.

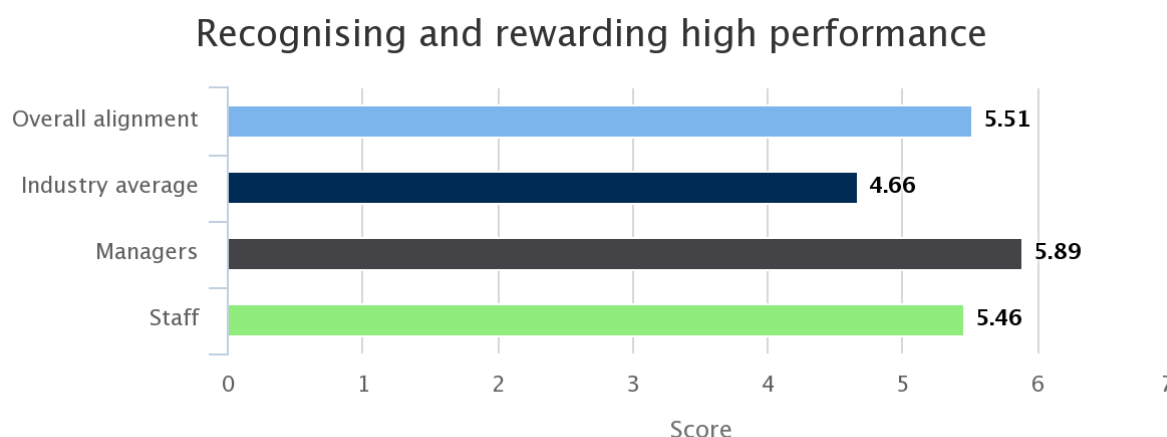
"Where I used to work I was just a number – here they look after you personally. I was helped return home from site when a family emergency arose"

"They look after the boys – e.g. the MDs wife did the cooking at Christmas, there is a summer fayre and all sorts of other events too"

To date this has also contributed to people feeling appreciated and valued. In the interviews, they talked about the company as a great place to work. Those reasons were not necessarily because of money. The work environment, the culture of trust and openness, the friendly approachable consistent style of management were all cited as examples of what motivates people to work at according to their best ability in the company.

"I really want to do the job to the best of my ability and am content with it"

Overall, they have a clear positive approach to rewarding and recognising designed to support a growing business and workforce. This also includes a consistent policy of overtime pay, a clear wage structure, and social rewards. Results are also very comfortably above the sector figures – even when differentiating between responses from managers and from staff. See extracted results below:



Designing an approach to recognition and reward

There is undoubtedly a strong reward / recognition culture in the company. Those who were interviewed all described how they felt appreciated and valued. The company applies its policies consistently and there was no indication of favouritism. However, some interviewees gave examples of how they felt that the system had become a little predictable and almost, nearly part of the take home pay. They appreciated it – but equally felt that it did less now to motivate. A refresh seemed called for – and that might be best achieved by including the potential beneficiaries i.e. all staff – in consultation on it

“We get a gift card at Christmas – it changed once and when staff didn’t like it they listened and put things right”

Adopting a culture of recognition

The culture of the business is one of showing appreciation and reinvestment in the staff. This culture appeared to be a consistent approach across the company. The latter was visible and as one said *“We get thanked by our managers so pass that on too at our morning meetings”*. All interviewees, when asked, could give examples of rewards and recognition given and the feeling of appreciation seemed universal. The issue that was most apparent in terms of the culture was that of the need for a refresh - already described above. Results of the online assessment seem to confirm the interview based feedback – with 14% of respondents disagreeing with the statements that they were rewarded consistently for exceeding expectations or that high performance resulted in higher recognition.

“There is a real reward system for when you are doing things well; we can nominate each other”

“We have a reward system – Kudos – but it is wearing off a bit”

Recognising and rewarding people

Clarity was obvious throughout the theory and application of reward and recognition. People gave examples of the reward system in action, understood how it worked and actively participated in, for example, nominations for Kudos. In interviews, many gave examples of other aspects of the business which had attracted them to it (security, sustainability etc.) and incentivised them to stay there. However, the online assessment results show that the company could do a more to improve the way that they review and renew their policies and practice in this area.

“I went the extra mile for them because of the way that I am treated”

“Three guys who had left – have come back now”

Further development

Reward and Recognition was the IIP indicator with the lowest online assessment result (though still high and significantly above the construction sector benchmark). Staff like the overall arrangements but clearly felt that it was becoming ‘part of the package’ rather than a motivational tool. The company has not yet reached the level that it saw itself as being in three years’ time and this is, therefore, a development requirement. This could begin with reviewing and refreshing its reward practices in relation to recognising higher performance in order to sustain motivation of staff as each year’s objectives are set. It is suggested that staff are involved in the exercise. Some thoughts on how to proceed with this are included in the last section of this report.

Performance Level Achieved	ESTABLISHED
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Indicator 6: Structuring work

Indicator: 6. Structuring work

Question	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Our roles are structured to enable us to work well together	33% (23)	45% (31)	10% (7)	7% (5)	3% (2)	0% (0)	2% (1)
My role allows me to develop the skills needed to progress	44% (30)	30% (21)	16% (11)	4% (3)	0% (0)	2% (1)	4% (3)
My role is structured to allow me responsibility	41% (28)	39% (27)	13% (9)	3% (2)	0% (0)	3% (2)	1% (1)
My work is interesting and uses my skills and capabilities	39% (27)	49% (34)	6% (4)	1% (1)	2% (1)	1% (1)	2% (1)

About this indicator ...

Questions in this indicator set relate to how well the organisation is structured to deliver its ambition. The questions explore whether roles are designed to deliver organisational objectives and create interesting work for people, whilst encouraging collaborative ways of working.

The overview result of the Online Assessment for this indicator is over 90% positive and 5% disagreeing. This is a very positive result. The alignment on this with the sector benchmark is also very good 6 (Premier) and 5.51 (sector). The Online Assessment score on the 'My role allows me to develop the skills needed to progress' was the lowest with still 90% agreeing in some form.

Good organisational design is key to achieving strategic business objectives. Premier Group Construction has worked hard over the last few years to ensure it effectively manages its people and its contracts and to ensure that it has people with the right competencies in the right place at the right time.

There are clear departmental structures for the different business divisions who deliver the company outputs whilst the same time there is no sign of 'silo mentality' and people work across teams, work with other teams and, occasionally, change teams without inhibition.

Within the larger teams there are a range of roles designed to deliver work efficiently – project managers, site managers, supervisors and frontline skilled and unskilled site staff people. There are the core central services such as HR, Finance, Health and Safety and Procurement with their own senior managers.

Documentary review shows that the company has developed appropriate detailed job descriptions for all its managers and other employees and that there is a full cycle of employment journey from recruitment to exit interview. These are in turn linked to objectives and is measured by gradually evolving and changing KPI's – as needed. Operational managers meet regularly and that the SMT meets on a regular 'on-demand' basis with regular strategic review meetings. In between, there are regular meetings on delivery and contract issues.

Designing roles

People interviewed confirmed that their roles were clear. They also found they could make their daily work rewarding and were able to make the routine interesting because they were

empowered to work within their teams. The strategy is designed to achieve this in the following ways:

- Their roles are designed to deliver all business goals and to meet the changing needs of the market in an efficient manner and in a recognisable way for cross industry comparison purposes
- There are clear job descriptions that relate to objectives
- There is a well constructed performance management process for both site / contract working and for personal development (but see notes elsewhere on appraisals)
- People are organised into departments or teams with a clear leader and clear output targets which link to a site, contract and / or business objectives
- There is clear accountability in roles and a supporting structure of leadership and performance management
- People find their work interesting
- The structure has been designed to help people develop skills
- The strategy overall includes operational planning, resource planning and labour utilisation planning

Creating autonomy in roles

As has been seen in Indicator 3, the senior executives of the business stated how they have worked to achieve a real level of empowerment at all levels in the business, appropriate to the sector. Health and site / personal safety is paramount at all times, but after that employees necessarily have the freedom to get on with the job as trained and defined (in site information packages). The exceptional 94% agreement with 'my work is interesting and uses my skills and capabilities' helps underline this.

There are post induction and regular training on the policies, practices and a structure for people to know their boundaries. These include: job descriptions, induction practices, probationary periods, H&S regulations, site based mandatory training, equipment training etc. The online assessment results show that the policy of empowerment and investment in time for developing staff is warmly received. The company is aiming for efficiency in output and designs practices to help people make decisions quickly within suitable parameters.

Enabling collaborative working

The company has set up structures to enable people to work together. Within each business process area there is clear leadership and sharing of information. Some of the collaboration is within teams and some is cross company – for example in the introduction of Sage 200 where the finance team worked closely with contracts and procurement teams to implement a working solution.

"I'm always clear on what is expected from me in my role"

Further development

The company has reached the level that it saw itself as being in three years' time and there are no further development areas per se. However, to ensure that people develop the skills and capabilities for progression, including leadership, it is suggested that the linkage between this and Indicator 4 (Performance Management) needs to be strengthened.

Performance Level Achieved	ADVANCED
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Indicator 7: Building capability

Indicator: 7. Building capability

Question	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I develop my capabilities to reach my full potential	44% (30)	35% (24)	19% (13)	1% (1)	0% (0)	0% (0)	1% (1)
I have every opportunity to grow my capabilities to be the best I can be	33% (23)	39% (27)	17% (12)	2% (1)	6% (4)	1% (1)	2% (1)
My organisation believes it is important that we all learn and develop our capability	54% (37)	35% (24)	2% (1)	7% (5)	1% (1)	0% (0)	1% (1)
People are selected for roles in my organisation based on their proven capability	19% (13)	44% (30)	19% (13)	7% (5)	1% (1)	6% (4)	4% (3)

About this indicator ...

Questions in this set relate to the extent to which people's capabilities are actively managed and developed to achieve the organisation's objectives. Specifically, the questions explore whether people are able to realise their full potential.

A key part of realising Premier Group Construction's business ambition and with specific targets in the company business plan is to ensure that the company has enough people with the right capabilities to deliver contracts and run the core office functions. This can be supported through the continuing development of staff and by the recruitment of new people to bring in outside expertise not currently available. This indicator overall shows how Premier manages both development and recruitment.

The overview result of the Online Assessment for this indicator is 90% in overall agreement and less than 6% disagreeing. With an Online Assessment result of 91% positive to the statement 'My organisation believes it is important that we all learn and develop our capability', this is indicative that the company is seen by its staff as having a positive approach to staff development. This was borne out by the interviews and documented processes.

Lower scores are seen in 'having the opportunity to grow capabilities' and 'people being selected ...based on proven capability', though these are still comfortably above the sector benchmark.

The company is committed to training and development and has well established structures in place to ensure that development of staff is planned to meet health and safety, site focussed capabilities and other business needs.

The company is working towards having an adaptable workforce available to meet its growth ambitions – in particular site based employees – as the ebb and flow of construction labour demand can place great pressure of staff availability and wage levels. Recent innovations to address this has included in house staff development programmes in some of its trades / apprentices. This will help it resource the type of contracts it needs to win for growth.

For existing staff, training and development needs are formally identified in the appraisal meetings with line managers and documentary reviews show how this is recorded for both managers and frontline staff. This underlines the importance of maintaining performance

management completeness. The company facilitates or carries out training in a variety of ways including:

- externally accredited technical and leadership training
- internal coaching of people new to management roles.
- knowledge sharing as a form of development in all areas of the business such as sales processes, project management, H&S and HR.
- toolbox talks
- online training, cards and open courses programme
- induction processes
- briefings to TUPE employees (including recent new staff based at Nottingham)

General information on training is communicated throughout the company through newsletters, managers and Facebook. New skills are recorded using the Breathe HR system and H&S records, both for current roles or from previous posts.

The company monitors its headcount through KPI's – for example, measuring leavers and joiners – and also monitors investment in learning. The documentary review showed how the company uses a variety of recruitment methods, personal referral being popular because of the shortage of suitable applicants often, for site work and trades (much of which requires long periods of time, often weeks, away from home. This works well for some, not for others, often it is important that they have a flavour of the nature of the working culture before they are committed to join the company. Managers are involved in selection supported by the HR team. The company looks to recruit people who show they share the company values. Frequently they re-recruit staff who had left for various reasons, only to find that the overall package elsewhere was not as attractive as that which they had left behind, when moving from Premier.

Understanding people's potential

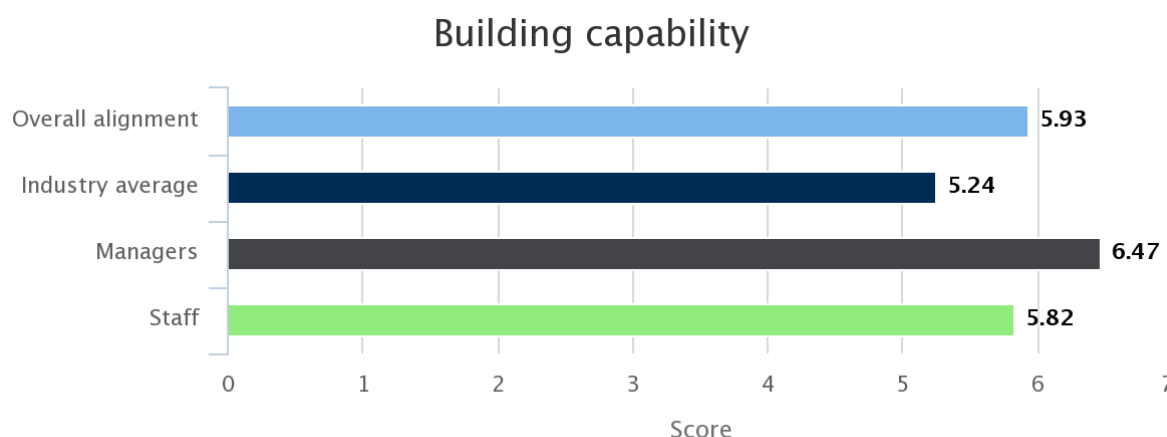
The company has set up the formal processes to understand potential as part of its thinking on succession planning and talent spotting. It uses formal processes such as annual appraisals, managers' knowledge of their team and end of probationary reviews. The appraisal documentation is clear and concise and provides guidelines for the appraiser and appraisee (hence the importance of ensuring its use across the whole company).

The format is comprehensive and reviews progress on previous goals, behaviours and training and agrees new work and training objectives. In between formal performance management events, conversations continually take place with people on their performance and potential to progress. Many of the interviewees gave examples of how this had happened to them or others and subsequent progression to higher roles.

"I've done lots of courses, had chance to go on lots of courses and given plenty of training opportunities to my team also"

Supporting learning and development

Some 98% of respondents in the online assessment gave a positive answer to '*I develop capabilities*' and 91% gave a positive score to '*My company believes it is important that we all learn and develop*'. These are very high 'scores'. The following chart also confirms that the company is performing above the benchmark both in the opinion of staff and managers.



One of the effects of having a strong emphasis on training and development, however, is that expectations are raised. The online assessment results show that *'having every opportunity to grow capabilities'* was lower than the two results given above - 89% strongly to somewhat agree that they have *'every opportunity'* and similar results were obtained from both managers and from staff in that case.

Deploying the right people at the right time

Recruitment and selection policies and processes are robust and fair. They are constantly reviewed to ensure they are effective and the Group HR Manager works to ensure that they are constantly absorbing best practice from outside Premier, mindful of the competitive market place in which they are recruiting and of the level of churn that can be experienced in busy times.

Some 87% of staff (non-managers) agreed that people are selected for roles based on their proven capability (100% of managers agreed). The business strategy is clear on recruiting the right people as being one of the most important things the company must get right and it has set up a well-structured system to deal with this.

Further development

The company has reached the level that it saw itself as being in three years' time and there are no further development areas. However, there are actions that the company can take to ensure the robustness of its capability building through development. Giving more visibility overall to leadership development will benefit the areas reported in Indicators 1 and 2. In turn, strengthening activity in reporting on performance management (Indicator 4) would help serve to clarify its purpose.

Performance Level Achieved	ADVANCED
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Indicator 8: Delivering continuous improvement

Indicator: 8. Delivering continuous improvement

Question	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I am responsible for improving the way we do things	25% (17)	41% (28)	17% (12)	10% (7)	3% (2)	1% (1)	3% (2)
I can experiment without feeling worried about making mistakes	22% (15)	36% (25)	22% (15)	7% (5)	6% (4)	3% (2)	4% (3)
I look for improvement ideas from within and external to my organisation	32% (22)	41% (28)	19% (13)	4% (3)	1% (1)	3% (2)	0% (0)
We are always seeking new ways to improve	58% (40)	35% (24)	3% (2)	2% (1)	1% (1)	1% (1)	0% (0)

About this indicator ...

Questions in this set relate to whether there is a culture and focus on continuous improvement. The questions explore whether people use internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation.

The company, as can be seen from Indicator 1 on strategy, has continually worked to develop its operation so that it achieves its ambitions of being a leading player in its market, achieving revenue and profit targets while staying true to its values. Empowering a workforce is an important aspect of improvement and as seen in Indicator 3 the scores show how much of an effort is being made to do this.

The overview result of the Online Assessment for this indicator is 92.5% positive. The alignment on this with the sector benchmark is also very favourable, with 6.22 (Premier) and 5.47 (sector). The result of 83% positive to the statement '*I am responsible for improving*' connects well to Indicator 3 results and is indicative that the company message has developed strong traction. These are positive signals for continuous improvement in the future. The result for '*I can experiment without feeling worried about making mistakes*' was the lowest 'positive' in this set with 20% either not agreeing or neither agree or disagree.

Both this and the previous result mentioned may, of course, very well be linked to the strong health and safety culture that does – necessarily – moderate the site based personnel and their freedom to get on with things with complete freedom. This was explored and confirmed at interview, respondents describing the two conflicting but essential pressures of flexibility and speed of work on the one hand and site safety and contractual operating constraints (e.g. those of a functioning petrol station under repair) on the other.

Internally, the company uses its information from meetings, contract feedback, appraisals, feedback from line managers, employee representative group minutes, the results of occasional employee surveys and external best practice to direct focus on improvement areas.

Externally, the Group HR Manager continually looks outside for benchmark studies and other data to improve people management overall. Starting the Employee Representative Group was regarded as a big step forward by employees and managers as it gives a direct line on important issues where improvement ideas can be considered at the highest level.

"There are opportunities to challenge managers and this is welcomed"

“We have periodic employee representative group meetings where we can contribute ideas and suggestions”

Improving through internal and external sources

The company measures and evaluates its investment in people through its performance management activities. The combined impact of the investment made is measured through financial performance (on contract and globally), contract outcomes, labour cost and efficiency to manage performance. As a company in a relatively specialised sector they are acutely aware of trends in their area, changing demands of main contracting organisations and general external standards from existing and new benchmarked processes and standards (CHAS, ISO family etc.). They use these to set goals and pathways for improvement. The company is particularly interested in the Investors in People Health and Wellbeing Award.

Creating a culture of continuous improvement

To develop the culture of improvement the company has adopted clear processes for team leading and contract management. Health and safety is a shining beacon of this culture at the company. Current processes include communication between team leaders, team empowerment and, more recently, engagement of teams in contract performance management. One of the key principles that is clearly embedded is health and safety performance. Errors can be made and the consequences (in the petroleum sector and in construction generally) can be deadly. Inevitable problems do arise – the interviews brought forward excellent examples of how the senior managers had listened learned and reflected on appropriate actions to prevent re-occurrence, for example in the field of site safety.

Delivering the continuous improvement agenda across the organisation is built on trust between frontline workers and management and the successful blend at Premier Group Constriction has helped cements the culture of continuous improvement.

“Continuous improvement is a way of life here – health and safety is one big driver as is IT development and engaging staff in the process”

Encouraging innovation

The company is passionate about innovation and has developed several major innovation programmes – including of its own, in-house, such as the major Sage 200 upgrade described earlier and the Premas1s database package to manage contracts and maintenance from end to end. It approaches innovation on the macro and micro level also with its clients – such as Tesco and Texaco – who themselves are in a constant innovation cycle as part of the tight margin competition amongst the petrol forecourt giants. Not only does the company encourage new ideas for ways of working, it also encourages people to generate new ideas or improve existing service delivery.

Further development

The company has reached the level that it saw itself as being in three years’ time and there are no further development areas.

Performance Level Achieved	ADVANCED
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Indicator 9: Creating sustainable success

Indicator: 9. Creating sustainable success

Question	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
A positive relationship with the community is key to my organisation's continued success	38% (26)	41% (28)	10% (7)	10% (7)	0% (0)	1% (1)	0% (0)
My organisation embraces change to create a sustainable future	37% (26)	51% (35)	6% (4)	3% (2)	3% (2)	0% (0)	0% (0)
My organisation has a plan for the future to ensure our continued success	52% (36)	39% (27)	3% (2)	4% (3)	2% (1)	0% (0)	0% (0)
My organisation is a great place to work and has a bright future	56% (39)	25% (17)	12% (8)	7% (5)	0% (0)	0% (0)	0% (0)

About this indicator ...

Questions in this set relate to whether the organisation has a focus on the future and is responsive to change. The questions explore whether leaders have a clear understanding of the external environment and the impact this has on the organisation.

The company, as can be seen from Indicator 1 on strategy, has a clear vision and business strategy. The markets in which the company operates are ever changing and so it is important that the company is able to embrace change to maintain sustainability. Understanding the relationship with its corporate clients (and that of its competitors) is essential in being able to take change on board.

The overview result of the Online Assessment for this indicator is 92.5% positive and the alignment on this with the sector benchmark is also very positive with 6.00 (Premier) and 4.96 (sector). The result of 94% positive to the statement '*My organisation embraces change*', illustrates that the pace of change is as steady as people would like or can see.

Focusing on the future

Senior managers are aware of future challenges and partner with clients in the petroleum retail sector to respond to challenges and opportunities e.g. the recent growth in forecourt shopping and catering. Senior managers are highly focussed on this and honest about their own limitations. They review and maintain clarity on the way forward in their long term and medium term strategy and as laid out in the company business and operational plan. These plans are developed in consultation with managers and staff and they take into account the input gathered from its clients and others.

Staff generated ideas are fed into the business strategy throughout the year through the chain of leadership. The views of its customers and important stakeholders such as the HSA are also central to the business strategy. The company has developed a synergetic relationship with them in developing solutions and products and evaluating the impact they have on retail petrol station customers. More recently discussions have begun to explore data analytics of forecourt usage and maintenance trends.

"Every one of us is involved in improvement (a site staff member)"

“Ashley (HS Manager) is our improvement champion – he loves his job (site staff member)”

Embracing change

Though the online assessment produced very positive figures again here, 94% agreeing in some form or other, there was less evidence in interviews, Context Discussion or document review to show that change was embraced. Though there was certainly enthusiasm for the concept, work had yet to be done on organising this in a planned and co-ordinated manner. Few if any examples could be identified of:

- Leaders showing how they created opportunities for people to volunteer new ideas in an organised manner (other than welcoming general suggestions)
- People describing how they regularly look for ways to add more value for the organisation
- People confirming their excitement about developing new thinking and ideas for their organisation

There is little doubt that the company has a passion to explore this area of development. Indeed, they have shown through the improvements that it has made in many areas that it has a desire to change in order to achieve its goals. The senior team are generally champions of change and seem prepared to set the pace. With the promotion internally of a new director and the new appointment at senior manager level there may be a good opportunity to develop further and unleash the potential in this area. The empowerment of managers and team leaders will mean that they can act as enablers for change at the level that allows implements them.

A key to achieving this is in ensuring that people that demonstrate optimism and drive are selected to champion continuous change within the company. There are, of course, limitations to this and mention has already been made of the necessarily restraining influence of stringent petroleum, construction sector and general H&S safety regulations. Leaders can, of course, recognise this and use this influence to support others to understand and engage with it. Leaders can be seen to identify key influencers in the organisation and the people that are passionate about the change in the company. They can show how they empower key influencers in the organisation. Though this is at present only happening on a casual basis it could be developed for the company's benefit. It would fit well as part of the reinforcing nature of Premier Group Constructions management culture.

Understanding the external context

This is an area of strength for the company. The Context Discussion and interviews with senior leaders described the commitment the company has to its location and the community. They have invested in the new office location in Swansea offices and are continually investing in new equipment and technology. The majority of staff live in the local community and the online assessment results shows that 89% agree that it is important for success to have a positive relationship with the community. This was a very positive result when considered against the background that around half of the staff are engaged in site work far from Swansea and may not live in or near the area. Staff interviewed gave many and positive examples of charitable fund raising, work, support for community causes, sponsorships and general engagement with the local supply chain and the local communities as a source of pride (and recruitment)

Further development

The company did not see itself as reaching Advanced Level and the results of the overall assessment tend to bear that out. The online results were, however, very encouraging and there is every reason to believe that the foundations are in place. The challenge for senior managers now is to mobilise that grass roots enthusiasm and make things happen over the next three years. Some thoughts on how to proceed with this are included in the next section.

Performance Level Achieved	ESTABLISHED
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Implications and Recommendations

The following recommendations for the Premier Group Construction senior management team are based on the professional judgement and assessment of the IIP assessor.

The assessment has given many insights into the organisation and highlighted both strengths and areas for development. Many good practices of IIP are embedded in and clearly support the company in achieving its ambitions. The company, like most successful businesses, has to continually balance many competing demands such as:

- managing resources to achieve revenue and profit targets
- managing productivity whilst investing in people's development
- balancing compliance with health and safety while encouraging people to 'take ownership'
- innovating to keep its leading market position

The company is on target to achieve its business objectives and growth targets. It has encouraged leadership through introducing and sustaining good management, communication and engagement and development of its staff. Key to the future will be sustaining continual improvement to reach its own goals and manage its people resources in the best possible way.

A summary of the main strengths are as follows:

- Inclusive and trusted leadership which means that people have good role models to follow and believe they are fairly treated. This has a motivating effect on staff and morale is high. People go the extra mile to achieve results.
- A clear vision for growth that makes it possible to set measurable objectives and measure progress in a timely manner. It enables people to feel included and clearly understand their role; performance can be managed and measured. People said they are committed to doing their best for the business as it gave them sustainable employment and opportunities for progression.
- A simple and clear business strategy and plan that leads managers in their operational plans and thus engages staff to achieve the targets and goals
- Willingness to bring in outsiders with appropriate experience to provide quality leadership (the company had just appointed a new senior manager with a strong record in leadership and management in the Royal Navy).
- A structure of management that clarity and encourages team working.
- A complete absence of any blame culture and a feeling of trust of managers in individuals and teams.
- Clear values that are widely shared and bought into by the vast majority of staff and are embedded in day to day work practices.
- Understanding that the culture of the organisation is key to successful delivery. This makes the IIP framework a particularly relevant quality standard.
- Good performance management practices which are well developed and being rolled out to all staff (approximately 70% of staff were covered at the time of assessment). This builds on a very strong culture of excellent communication through multiple

channels and an open-door policy for approaching and discussing matters of personal and work interest with managers. Staff warmly supported this approach

- Investment in staff development – particularly operational and health and safety.
- Promotes a culture of continuous improvement and encouraging innovation so that it will continue to remain at the forefront of their market sector.
- Has a positive impact on people and community through employment and through a wide range of community engagement giving and other activities.

The assessment also revealed areas where there is a need to strengthen practices in support of achieving its business ambitions and for continuous improvement in its IIP level of achievement, whilst supporting the company to achieve its business ambitions. These include:

- Reviewing and refreshing its reward practices in relation to recognising higher performance in order to sustain motivation of staff as each year's objectives are set. Reward and Recognition was the IIP indicator with the lowest score (though still high and significantly above the construction sector norm). Staff liked and warmed to the overall arrangements but clearly felt that it was becoming 'part of the package' rather than a motivational tool.
- Completing roll out of the formal performance appraisal. Though current arrangements are working well, (and the transient nature of construction workforce also mitigates against this to some extent) some interviews commented on the lack of a regular appraisal and the need for consistency across all employees. This would also help the company identify potential talent (to aid succession planning), accelerate individual development and ultimately improve business productivity.
- Embracing change in pursuance of sustainable success. A key to this is ensuring that people that demonstrate optimism and drive are selected to champion continuous change within the organisation and support others to understand and engage with it. Leaders can be seen to identify key influencers and people that are passionate about the change in the organisation and empower key influencers in the organisation
- Ensuring consistent opportunities are given for leadership and management development in appropriate staff.

The IIP standard sets a world class framework which the company uses and can continue to use to achieve even greater levels of performance. The assessment identified a number of implications which, if addressed, would impact positively on the business to help it realise its ambitions in a shorter timeframe.

Areas for development have been highlighted for consideration in each indicator of the IIP framework. They provide opportunities to move towards 'Advanced' or, perhaps, even 'High Performing' in all of the IIP Indicators and help the company achieve its goal of being a world class manufacturer, achieve 20% annual growth. Key cross cutting themes are summarised below and also linked to company ambition. These can also be elaborated on in the presentation of the report to the company's senior management team.

THEMES FOR IMPROVEMENT	LINKS TO COMPANY AMBITION
Self awareness and self assessment Given the modest level of self assessment result at the Context Discussion meeting, the Senior Management Team may wish to generally consider: - developing a deeper understanding of the new Investors in People Framework and how it relates to Premier Group Construction - their internal mechanisms for self appraisal and awareness, particularly in relation to where the wish to be as a company in the next few years and in comparison with external benchmarking - whether they are simply too modest about the nature of the company's leadership, management, organisation and delivery, particularly in relation to its "people resource" - how all this needs to be fed into leadership development and organisational culture	ALL
Recognition and Reward Reviewing and refreshing its reward practices in relation to recognising higher performance in order to sustain motivation of staff as each year's objectives are set. Reward and Recognition was the IIP indicator with the lowest positive response (though still high and significantly above the construction sector benchmark). Staff liked and warmed to the overall arrangements but clearly felt that it was becoming 'part of the package' rather than a motivational tool.	Excellence in staff investment: strong leadership, to invest in our employees, as they are the heart of the company that allows it to flow successfully. Excellence in staff development: to protect and train our staff, so that we offer a highly skilled, safe workforce to our customers. Putting people first: To practice the highest standards of safety and accident prevention.
Performance Appraisal Completing roll out of the formal performance appraisal. Though current arrangements are working well, (and the transient nature of construction workforce also presents challenges) some interviews commented on the lack of a regular appraisal and the need for consistency across all employees. This would also help the company identify potential talent (to aid succession planning), accelerate individual development and ultimately improve business productivity.	Excellence in staff investment: strong leadership, to invest in our employees, as they are the heart of the company that allows it to flow successfully. Excellence in staff development: to protect and train our staff, so that we offer a highly skilled, safe workforce to our customers.

Include KPI reporting	Putting people first: To practice the highest standards of safety and accident prevention.
Consistent leadership and management development Ensuring consistent opportunities are given for leadership and management development in appropriate staff. This can be built in to the training and development programme. Opportunities and oversights can also be picked up in a rigorous 100% performance appraisal structure	Excellence in staff investment: strong leadership, to invest in our employees, as they are the heart of the company that allows it to flow successfully. Excellence in staff development: to protect and train our staff, so that we offer a highly skilled, safe workforce to our customers. Putting people first: To practice the highest standards of safety and accident prevention.
Creating sustainable development (embracing change) A key to this is ensuring that people that demonstrate optimism and drive are selected to champion continuous change within the organisation and support others to understand and engage with it. Leaders can be seen to identify key influencers in the organisation and the people that are passionate about the change in the company. They can show how they empower key influencers in the organisation.	Sustainable success: to become first choice for new clients. Excellence in staff investment: strong leadership, to invest in our employees, as they are the heart of the company that allows it to flow successfully. Innovation: to continue to invest in I.C.T. solutions that are unrivalled in our industry.

Next Steps and Key Dates

Accreditation date	12-Month Review	24-Month Review	Accreditation Expiry
17/03/2017	17/03/2018	17/03/2019	17/03/2020

Annex 1: Assessment outcome table

Final outcome against 27 themes Note: Lowest theme level dictates final indicator outcome		Developed	Established	Advanced	High Performing
1. Leading and inspiring people	Creating transparency and trust				
	Motivating people to deliver the organisation's objectives				
	Developing leadership capability				
2. Living the organisation's values and behaviours	Operating in line with the values				
	Adopting the values				
	Living the values				
3. Empowering and involving people	Empowering people				
	Participating and collaborating				
	Making decisions				
4. Managing performance	Setting objectives				
	Encouraging high performance				
	Measuring and assessing performance				
5. Recognising and rewarding high performance	Designing an approach to recognition and reward				
	Adopting a culture of recognition				
	Recognising and rewarding people				
6. Structuring work	Designing roles				
	Creating autonomy in roles				
	Enabling collaborative working				
7. Building capability	Understanding people's potential				
	Supporting learning and development				
	Deploying the right people at the right time				
8. Delivering continuous improvement	Improving through internal and external sources				
	Creating a culture of continuous improvements				
	Encouraging innovation				
9. Creating sustainable success	Focusing on the future				
	Embracing change				
	Understanding the external context				

Annex 2: Further detailed results of the Online Assessment

Fuller details of the online assessment results are available for Premier Group Construction to review, on request.

Get in touch:

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