

JACKIE TOWELL: ASSIGNMENT BRIEF FOR CIPD QUALIFICATION (LEVEL 5 DIPLOMA IN APPLIED HUMAN RESOURCES AT UWTSD)

WITNESS STATEMENT: INVESTORS IN PEOPLE GOLD GENERATION 6 ASSESSMENT

Robert Parker November 2018

PART A. CONTEXT

Background

My work is as a business consultant at Ross Carbery Limited and I have worked for many years as a specialist in helping organisations achieve the Investors in People accreditation. I am an accredited management consultant with 15 years' experience of management operations, development and review together with a further 25 years' experience as a senior manager and company director. I have previously been an Investors in People assessor for and had previously worked with Premier Group to assist them in achieving their earlier IIP accreditations.

Investors in People (IIP)

The Investors in People Standard sets a world class framework which the Premier Group uses to help it achieve its ambition. The assessment comprises a self-diagnostic completed at a context discussion meeting, online assessment deployed to all staff, interviews by the assessor with a selection of people individually or in pairs and groups, and a review of documents used by the company such as the company strategy and Business Plan.

I was asked by Investors in People UK to help them by undertaking a review for their next Investors in People accreditation which was coming up for review in 2017. The Group HR Manager, Jackie Towell (JT), was the contact lead. She was responsible for co-ordinating the preparations for the online assessment, collecting key documentation, group discussions and 1-2-1 interviews – plus feedback and ensuring that all the arrangements ran smoothly. She also provided a valuable background insight into the company's management.

The Client

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 employed, at the time, 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.

Premier Group Construction had 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 it 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 remote data collection initiative.

PART B WORK-BASED EVIDENCE WHICH REFLECTS THE ABILITY OF THE CANDIDATE

The evidence witnessed from working with JT in the course of conducting the IIP assessment was as listed below.

Plan, implement, monitor and evaluate work projects

Planning:

- *drawing up a detailed Gantt type project plan with IIP to prepare for the five day exercise, inter-related and spread over several weeks*
- *identifying, agreeing and providing a significant amount of relevant core data and documentation (shared securely with IIP)*
- *planning and disseminating an online survey of all employees by Internet and in hard copy where the individual had no access*
- *drawing up a plan to conduct:*
 - *the interviews (a major co-ordination activity with strict profile matches required)*
 - *group discussions,*
 - *data collection,*
 - *multi-stage feedback,*
 - *cross check reported outcomes*
- *identifying issues and risks that required management and / or mitigation e.g. failing to reach interviewee quotas, mishandling confidential client or employee data*
- *arranging for feedback of outcomes into corporate management and internal planning*

Implementation of plan:

- *monitoring roll out: agreeing joint agreed targets and standards acceptable to the both the client organisation and to Investors in People*
- *weekly cross check of 'Gantt' against actual with IIP and identifying / taking appropriate action*
- *implementing the online survey, promoting active responses and reviewing interim results*
- *meeting regularly with client managers and with IIP to review progress and resolve issues arising*
- *evaluation of results: ensuring reality checked data review against internal company reference and context*
- *ensuring that the spirit and purpose of the exercise was being achieved*

Applying basic techniques for analysing and resolving problems

- *Identification of problems: data volume (evidenced by devising efficient collation, storage and secure sharing); confidentiality to satisfy basic corporate values; staff engagement (by ensuring attention was given to staff preferences), overcoming indifference to participation (by giving clarity on benefits to the company)*
- *Techniques used to analyse problems: a range of business analysis and problem solving techniques were seen to be used*
- *Resolution of problems: - see following section*

Applying methods for influencing, persuading and negotiating with others

Instances noted:

- *adaptive and responsive timetabling actively promoting engagement with the process;*
- *correct protocol in the management of release of confidential material*

Methods used:

- *relating the exercise in a relevant way to corporate objectives;*
- *brokering an appropriate balance;*
- *promoting clarity on the strategic advantages of IIP accreditation;*
- *transparency in the use of established professional HR standards ;*
- *demonstrating operational benefits as a motivating tool.*

PART C CONCLUSION

Overall Jackie displayed a highly professional approach to planning and implementation of this collaborative assessment. This was evidenced by:

- clarity of purpose that guided and enthused others, linking the project to their individual roles at all times
- high take up rate of online employee survey
- achieving 100% turn out of interviewees (using appropriate replacements as needed)
- professional rigour to ensure that there was a clear methodological approach that inspired confidence in senior staff
- continually linking the exercise to corporate strategy and objectives that justified the exercise and the individual component parts in a way that was transparent to all those who participated, irrespective of their place in the client organisation

The exercise was also a success for the client in that they achieved a high standard of accreditation – Gold. The client also gained in that they clearly understood how and why they had merited such a prestigious award.

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