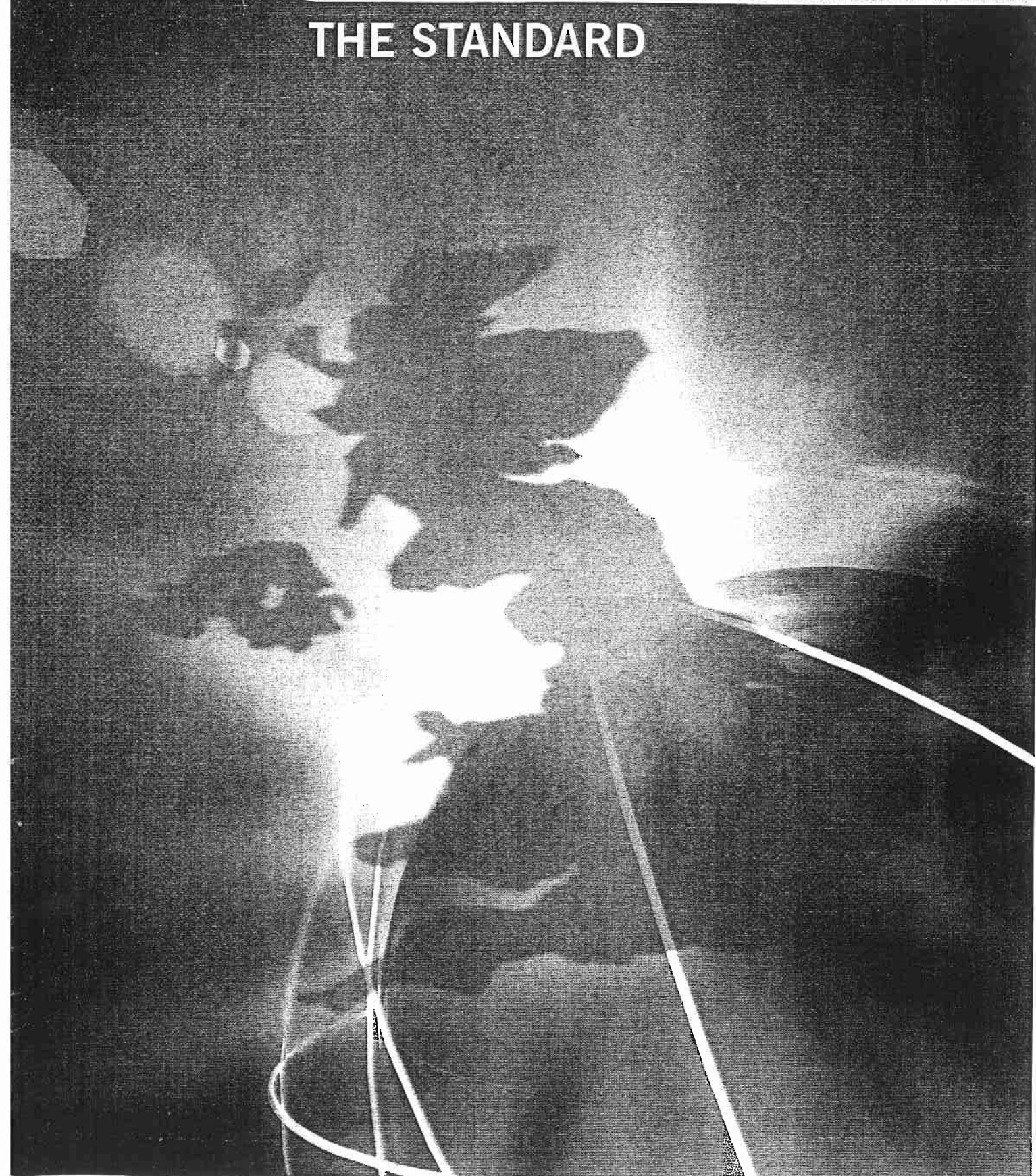




Investors in Excellence

The UK Excellence Recognition Programme

THE STANDARD



An overview of the nine principles of the Investors in Excellence standard

1. Leadership

An Investor in Excellence understands and has established the critical requirements of leadership.

2. Policy & Strategy

An Investor in Excellence fulfils its mission and works towards its vision through a clear and effective business planning process.

3. People

An Investor in Excellence plans, manages, develops and releases the full knowledge and potential of its people in support of the delivery of its goals and the effective operation of the organisation.

4. Partnership & Resources

An Investor in Excellence plans and manages its external partnerships and internal resources in order to support its goals and the effective operation of the organisation.

5. Processes

An Investor in Excellence designs, manages and improves its processes in order to deliver its business plan and satisfy its customers.

6. Customer Results

An Investor in Excellence has established a set of robust and resilient measures that show what results the organisation is achieving in relation to its customers.

7. People Results

An Investor in Excellence has established a set of robust and resilient measures that show what results the organisation is achieving in relation to its people.

8. Society Results

An Investor in Excellence has established a set of robust and resilient measures that show what results the organisation is achieving in relation to society and the reputation it enjoys.

9. Key Performance Results

An Investor in Excellence has established a set of robust and resilient measures that show what results the organisation is achieving in relation to its planned performance.

Introduction

The Investors in Excellence Standard is closely aligned to the EFQM Excellence Model.

Recognised as the world's premier management framework, the Model (shown below) provides a non-prescriptive approach to continuous improvement.

Investors in Excellence, which has been developed by Midlands Excellence, covers all areas of an organisation's activities and these are structured around nine principles.

Five of these principles (Leadership, Policy & Strategy, People, Partnerships & Resources and Processes) are concerned with what an organisation does. The remaining four (Customer Results, People Results, Society Results and Key Performance Results) are concerned with what an organisation achieves.

Each principle has a number of indicators that address particular aspects of the principle.

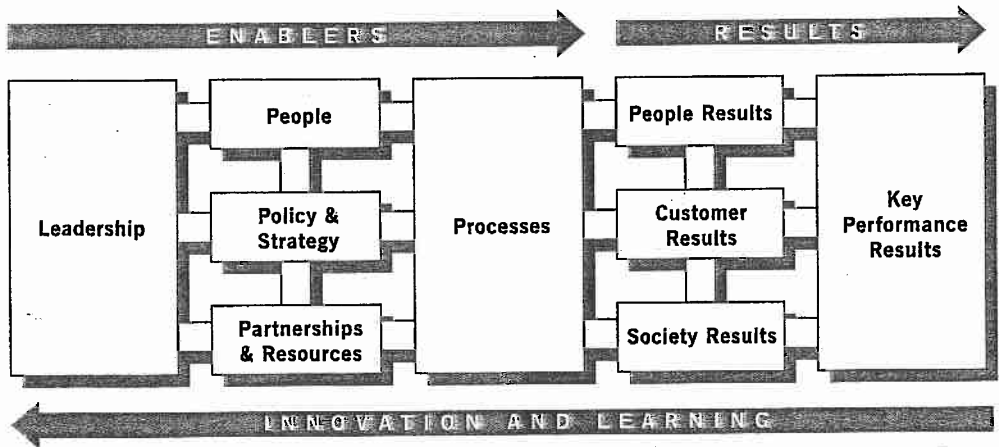
To support each indicator, the Investors in Excellence Standard calls for tangible evidence.

Embedded in principles 1 - 5 is the 'virtuous circle' of Plan – Do – Check – Act.

- Plan** – a sound and integrated approach.
- Do** – the approach is deployed consistently across the organisation.
- Check** – the approach and deployment are tested for efficiency and effectiveness.
- Act** – changes are made as necessary to ensure continuous improvement is achieved.

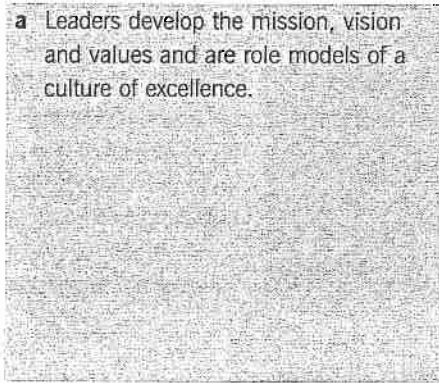
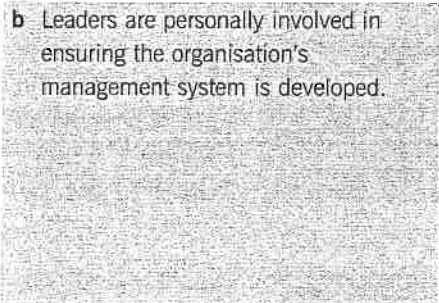
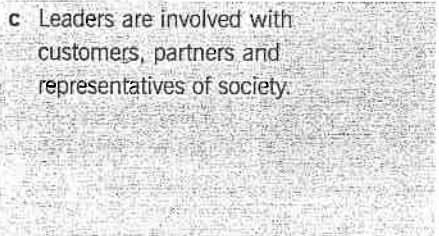
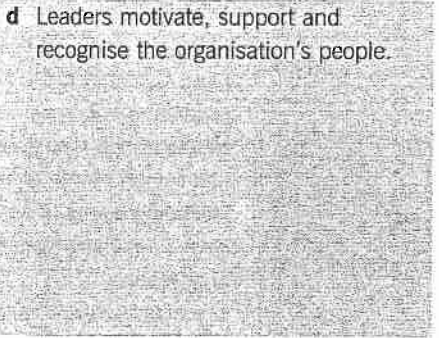
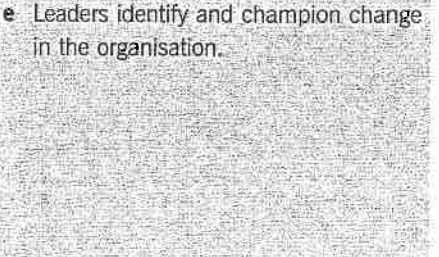
Principles 6 – 9 are concerned with data and information that shows what the organisation has achieved and how it learns from this to check approach and deployment and to drive improvement. Within these principles, perception measures are used to directly gauge the views and opinions of the relevant stakeholder, while indicator measures are used as predictors of future performance.

To achieve the Investors in Excellence Standard, an organisation must demonstrate that it has addressed all nine principles through evidence against each of the indicators.



The Investors in Excellence Standard

Leadership

Principles	Indicators	Evidence
1. An Investor in Excellence understands and has established the critical elements of excellent leadership.	<p>a Leaders develop the mission, vision and values and are role models of a culture of excellence.</p> 	<p>The core purpose of the organisation is defined through a clear mission, which is understood by the people in terms that relate to their job.</p> <p>A challenging yet achievable vision has been defined and communicated.</p> <p>People are able to relate to the vision and feel they can be part of achieving it.</p> <p>Leaders articulate the values of the organisation and demonstrate their belief in these values.</p> <p>Leaders describe how they are personally involved in developing excellence across the organisation.</p>
	<p>b Leaders are personally involved in ensuring the organisation's management system is developed.</p> 	<p>Leaders are able to articulate the logic behind the management structure and show that it is subject to review, change and improvement.</p> <p>Leaders are able to describe how the management structure operates to deliver their strategies and show how it provides them with time for their leadership role.</p> <p>There are strong management processes and these are seen by the people to deliver a consistent approach across the organisation.</p>
	<p>c Leaders are involved with customers, partners and representatives of society.</p> 	<p>Leaders' external involvement develops and supports the organisation. Leaders can demonstrate how this involvement has delivered improvement, growth or has enhanced the reputation of the organisation.</p> <p>Leaders act as role models in their involvement with key stakeholders such as customers, partners and the wider society within which the organisation operates.</p>
	<p>d Leaders motivate, support and recognise the organisation's people.</p> 	<p>Leaders engage with and listen to people at all levels. People are able to give examples of supportive and motivational leadership and can describe how their contribution to the organisation is recognised by the leaders.</p> <p>The effectiveness and efficiency of leaders is assessed through a variety of measures and examples can be given of review as a result of this feedback.</p> <p>Leaders are personally responsible for establishing effective recognition processes.</p>
	<p>e Leaders identify and champion change in the organisation.</p> 	<p>Leaders understand the reasons for change and prioritise those that need to be made to benefit the organisation.</p> <p>Leaders support and help other people in change projects and ensure that any risks are identified and adequate resources and funding are available.</p> <p>Leaders ensure that changes are implemented and communicated effectively to all staff and other relevant stakeholders.</p>

The Investors in Excellence Standard

Policy & Strategy

Principles	Indicators	Evidence
2. An Investor in Excellence fulfils its mission and works towards its vision through a clear, structured and effective business planning process.	a When developing its strategy and business plan, the organisation takes account of external developments, stakeholders, competitors, customers and market opportunities.	Those involved can explain how relevant external information is gathered, analysed and understood before being introduced into the planning process. Leaders can demonstrate how current and forward views of the market place are observed, projected and evaluated and introduced into the planning process. Leaders demonstrate an awareness and technical understanding of current and future legislative issues affecting the organisation.
	b When developing its strategy and business plan, the organisation takes account of its internal capability through an understanding of its past and current performance, its aspirations and its operating environment.	Those involved can explain how relevant performance and capacity information is gathered, analysed and understood before being introduced into the planning process. Those involved can illustrate how new technologies and learning are evaluated and that their relevance to the organisation is understood. The views of the organisation's people are considered when developing policy and strategy.
	c The business plan is developed, reviewed and updated.	There is a written business plan, which is aligned to the declared mission, vision and goals of the organisation. Leaders understand the plan and recognise their role in fulfilling its ambitions. The business plan balances the strategic and operational requirements of the organisation, addresses the needs of the stakeholders and deals with contingency and risk. There is a robust process for reviewing and updating the business plan.
	d The organisation deploys and communicates its business plan to all teams and individuals through a set of key high level processes.	Leaders are able to define and assign ownership to the key processes. Managers and staff confirm a working understanding of these key processes in relation to their own responsibilities. Leaders are personally involved in ensuring that the main elements of the business plan are communicated to and understood by the organisation's people. Leaders are able to demonstrate how the plan is used as a basis for setting objectives and targets throughout the organisation. The organisation's people are able to relate to the business plan in terms of their own job and role and can identify their team or individual contribution.

The Investors in Excellence Standard

People

Principles	Indicators	Evidence
3. An Investor in Excellence demonstrates commitment to achieving excellence in its people. It will plan, manage, develop and release the full knowledge and potential of its people in support of its mission, vision and goals.	a The organisation plans, manages and improves its human resources.	<p>There is a coherent and appropriate approach to developing strategies, plans and policies to manage its people. The organisation shows logical and consistent methods of determining the number and capabilities of people it needs to achieve its goals.</p> <p>People are consistently and effectively managed from recruitment through to exit to the mutual benefit of the individual and the organisation. The organisation is able to give examples at all levels to demonstrate improvements in the efficiency and effectiveness of its people.</p>
	b People's knowledge and competencies are identified, developed and sustained.	<p>Managers have the knowledge and skills they need to develop their people effectively. Effective training and development is made available and this is aligned to the performance requirements of the organisation and the defined needs of the individual. Effective systems for reviewing development are consistently deployed across the organisation. People are able to show how learning has improved their knowledge, skills and attitude.</p>
	c People are involved and empowered.	<p>People are given time appropriate to their role to contribute to team or organisational improvement.</p> <p>The organisation's people have job descriptions relevant to their current role and have agreed objectives that are aligned to the performance requirements of the organisation. Accountability and responsibility are clearly defined and people are able to use this to guide their decisions and priorities.</p>
	d Internal communication needs are addressed.	<p>There is a systematic strategy to address top down, bottom up and lateral communication needs.</p> <p>The communications strategy improves the skills, knowledge and performance of the people.</p> <p>The organisation has defined methods for evaluating the effectiveness of the chosen methods and acts to implement improvements.</p>
	e People are rewarded, recognised and cared for.	<p>There is a defined system of setting and reviewing pay structures that are seen as fair and equitable by the people. The organisation recognises the contribution of its people to its success and due appreciation is shown for efforts beyond the reasonable expectations of the job.</p> <p>Benefit packages are appropriate to the nature of the organisation. Health and safety of the people is maintained as a priority and is regularly reviewed at a senior level to drive improvements.</p>

The Investors in Excellence Standard

Partnerships & Resources

Principles

Indicators

Evidence

4. An Investor in Excellence plans and manages its external partnerships and internal resources in order to support its business plan and the effective operation of the organisation.

a The organisation manages its external partnerships.

Leaders can demonstrate clear strategies within the organisation that determine the scope and the depth of partnership working, including how partnerships are introduced, maintained and ended as appropriate. There are clear links between the key partnerships and the overall mission, vision and goals of the organisation. The mutual value of specific partnerships is periodically reviewed.

b The organisation manages its finances.

Key financial processes are clearly defined, applied and controlled. Those involved manage financial risk through clearly defined policies and practices. Finances are managed effectively to support the performance requirements of the organisation. The key elements associated with sound financial control are consistently applied.

c The buildings, equipment, materials and other capital assets are managed.

The capital assets of the organisation are managed effectively to support the performance requirements of the organisation. Capital assets are managed and cared for to prolong their performance life cycle. Effective policies are deployed to reduce the levels of consumption of utilities and non-renewable resources. Inventory and materials are managed using appropriate methodologies to support the performance requirements of the organisation.

d Technology is exploited and managed in support of the organisation.

New and emerging technologies are researched to support performance improvement within the organisation. Current technologies within the organisation are managed, maintained and improved. In addition to information technology, other technologies are used as appropriate to support the performance requirements of the organisation.

e Information and knowledge is shared, managed and protected.

Access to valid information and knowledge through databases or other appropriate media is made available in a structured manner and is effectively managed and maintained. The organisation can show that its intellectual property is understood, fully utilised and effectively protected.

The Investors in Excellence Standard

Processes

Principles

5. An Investor in Excellence designs, manages and improves its processes in order to deliver its business plan and satisfy its customers.

Indicators

- a The organisation has designed and applies robust internal processes.
- b Innovation and improvement are continually applied to add value to the way the organisation operates.
- c The organisation has a customer-focused approach to the design and provision of new products and services.
- d Production and delivery of products and services is consistent and dependable.
- e The organisation actively endeavours to maintain excellent and lasting relationships with its customers.

Evidence

Internal processes are designed, managed and reviewed using effective systems to support the performance requirements of the organisation.

Those involved are able to show how reviews of internal processes lead to improvements. The organisation's people are involved in process improvement activity to support the performance requirements of the organisation. Process changes are accompanied by appropriate support, training and communication. Managers are able to show the link between process improvement and performance improvement.

Those involved are able to demonstrate that customer needs and expectations are researched and incorporated in the design and provision of new products and services. The organisation demonstrates that a systematic and effective process exists for the design, development and introduction of new products and services. Leaders apply partnership working as appropriate, when developing new products and services.

Consistent high standards are demonstrated in the performance of products and services. People are positive about the organisation's products and services.

There is a structured and proactive approach to managing relationships with customers, which balances the needs of the customer with those of the organisation. People are adequately trained and given the necessary responsibility and resources to deal with customers effectively. Feedback from customers is sought and acted upon.

The Investors in Excellence Standard

Customer Results

Principles	Indicators	Evidence
6. An Investor in Excellence has established a set of robust and resilient measures that show what the organisation is achieving in relation to its customers.	a Perception measures.	<p>There is a documented set of quantitative results that show the customer's perception of the organisation, its people, its products and its services.</p> <p>Measures are stakeholder-focused and the results reflect customer opinion across all sectors. A broad scope of lasting measures are used that will enable trends to be obtained over time.</p> <p>Staff learn from the customer perception results and actively use the information to improve products, services and organisational performance.</p> <p>The key information derived from the results is shared effectively with the organisation's people on a regular basis.</p>
	b Performance indicators.	<p>There is a documented set of internally-sourced measures to show levels of performance across a broad scope of lasting measures that will enable trends to be obtained over time and directly relate to customer satisfaction.</p> <p>The measures are formulated to encompass all customer sectors.</p> <p>Staff learn from the customer performance results and actively use the information to improve products, services and organisational performance.</p> <p>The key information derived from the results is shared effectively with the organisation's people on a regular basis.</p>

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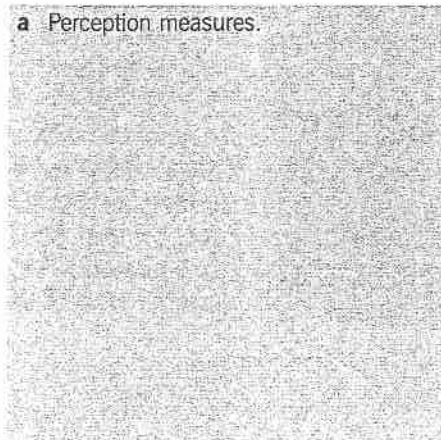
People Results

Principles

7. An Investor in Excellence has established a set of robust and resilient measures that show what the organisation is achieving in relation to its people.

Indicators

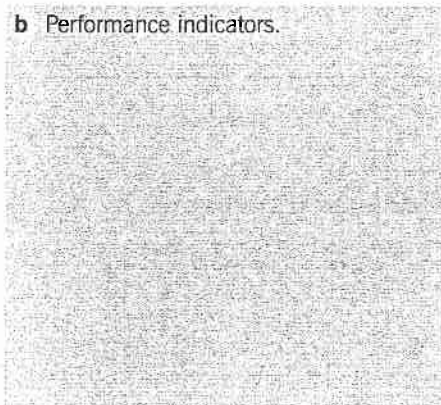
a Perception measures.



Evidence

There is a documented set of quantitative results that show the people's perception of the organisation and their job. Measures are stakeholder-focused and the results reflect people's opinion across all sectors of the workforce. A broad scope of lasting measures are used that will enable trends to be obtained over time. Contributors to direct surveys or forums are provided with feedback on the overall results. People managers learn from the people perception results and actively use the information to improve individual and collective performance. The key information derived from the results is effectively shared with the organisation's people on a regular basis.

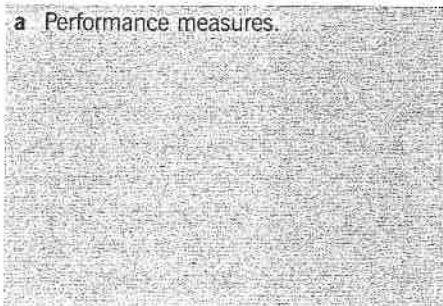
b Performance indicators.



There is a documented set of internally-sourced measures to show levels of performance across a broad scope of lasting measures that directly relate to the satisfaction levels of the workforce. The measures encompass all sectors of the workforce and will enable trends to be obtained over time. People managers learn from the people performance results and actively use the information to improve individual and collective performance. The key information derived from the results/performance indicators is effectively shared with the organisation's people on a regular basis.

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Society Results

Principles	Indicators	Evidence
<p>8. An Investor in Excellence has established a set of robust and resilient measures that show what the organisation is achieving in relation to society and the reputation it enjoys.</p>	<p>a Performance measures.</p> 	<p>The organisation has a number of key results that relate directly to its corporate social responsibility to the community and the environment in which it operates. The measures are quantitative where possible, but also qualitative where the impact is difficult to identify. The results are based on internal measures and external inputs from the community. The key measures are used to indicate the organisation's reputation within its community.</p>

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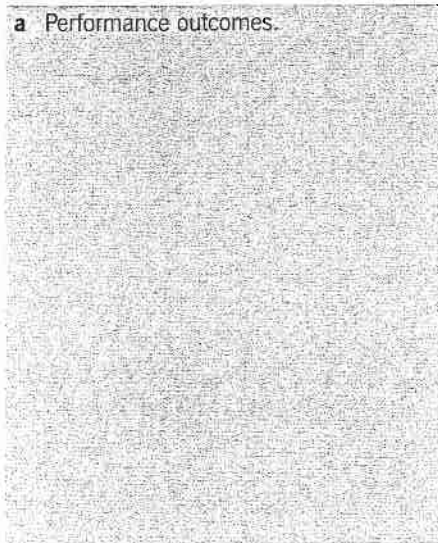
Key Performance Results

Principles

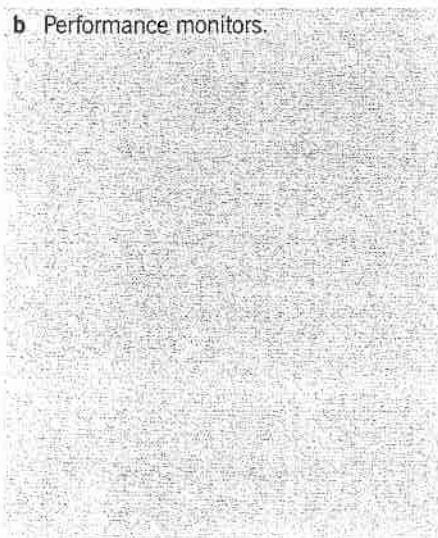
9. An Investor in Excellence will have established a set of robust and resilient measures that show what the organisation is achieving in relation to its planned performance.

Indicators

a Performance outcomes.



b Performance monitors.



Evidence

There is a documented set of quantitative and positive results that are aligned to its mission and reflect its key performance targets as set out in its business plan. The frequency with which the results are measured aligns to the business plan. There is a balance between financial and non-financial measures. Realistic targets have been established, based on the performance requirements of the organisation. Where trend information has been established, leaders are able to clearly explain variations. Leaders learn from the key performance results and actively use the information to improve organisational performance. The key information derived from the measures is shared effectively with the organisation's people and other appropriate stakeholders on a regular basis.

There is a documented set of quantitative results that are used to monitor, understand, predict and improve its likely performance outcomes. The frequency with which the results are measured aligns to a number of interim positions within the period of the business plan. There is a balance between financial and non-financial measures. Realistic targets have been established, based on the performance requirements of the organisation. Where trend information has been established, leaders are able to clearly explain variations. Leaders learn from the key performance results and actively use the information to improve organisational performance. The key information derived from the measures is shared effectively with the organisation's people on a regular basis.

The Investors in Excellence Standard

Notes





Delivered by Midlands Excellence

Midlands Excellence is a not-for-profit organisation dedicated to helping organisations improve their performance.

We achieve our mission by running programmes - which include training, support and assessments - and organising events to raise awareness and encourage networking and the sharing of good practice. Support includes our Passport to Excellence improvement workshops.

Our main programmes are Investors in Excellence and the annual Midlands Excellence Awards, for which we train scores of assessors each year.

All our activities are aligned to the world's premier management framework, the European Foundation for Quality Management (EFQM) Excellence Model, sometimes referred to as the Business Excellence Model.

If you would like further information about our activities please call us on 01675 460997 or e-mail us at midex@midlandsexcellence.org.uk.



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