

The company was first accredited with meeting the Investor in People Standard in 1997. It has continued to meet the requirements of the Standard at each of its three yearly reviews. Below are some extracts from the latest review which took place in December 2008.

SUMMARY OF THE ASSESSOR'S FINDINGS

Calderdale and Kirklees Careers Limited continues to meet the Investors in People National Standard.

This is one of the few organisations I have come across that I would love to work for!!! There is a real passion for the work they do, a clear understanding of everyone's contribution and value, and most of all, a belief in teamwork and trust across the whole staff team. People enjoy the work they do, like they people they work with and have pride in their organisation and what it achieves!

Particular strengths include –

Communications across the organisation – people get to know what they need to know. There are good communication processes and people trust managers to tell them what is important (not just what they think they want to hear).

Everyone feels valued and part of a team. There are absolutely no issues or concerns about equality of opportunity with regards to development or anything else. People are respected for their skills, their experience and as individual people.

Learning and development is viewed as a high priority and almost considered automatically when changes happen or are needed. A historic emphasis on training 'courses' is reducing as people recognise that development happens in many ways and that cost-effectiveness needs to be considered at all times.

Other indicators of achievement against the Standard –

People are clear about their role and what is expected of them

Managers at all levels are very effective. They constantly give feedback, encourage and support staff throughout the business. One person said *'I've had several managers over the years and they have all been good.....'*

People do feel appreciated and valued. Managers and staff described a culture where people are respected for what they can do and what they achieve. Typical comments include-

'one of the senior managers has just congratulated me on my work – he didn't have to but obviously felt it was important....'

'I just got an email about how well I've been doing....it makes you feel great that people notice the work you do and appreciate it....'

'I am asked for my opinion on things – what I think is valued and listened to....'

'you are not just a number here...'

As there are clear roles, and people receive the development they need, there are quite high levels of delegation and empowerment throughout most of the organisation. Staff are generally respected as 'experts' and are most are trusted to get on with their own jobs. They make day to decisions about what they do and how they do it as they have a clear understanding of the outcomes they need to achieve. There are opportunities to be involved in decisions at a team level through team meetings and organisationally through staff conferences, involvement in working groups and informally on a day to day basis. One person said *'you can always put your point forward – the door is open to all staff at all times...'*

Induction is extensive and very well planned and implemented. It is considered in all situations and follows a planned but flexible approach – depending on the needs of the individual. The involvement of senior people and the time put aside to carry out the induction is viewed very positively – *'it says a lot about the business that they all put some time aside to speak to you and give you plenty of time to get familiar with the organisation and the job before you have to start 'producing'....'*

Many staff commented that Calderdale and Kirklees Careers was constantly looking to improve and develop its practice – evidenced by changes to appraisal, induction, the traineeships, changes to training courses e.g. equal opportunities. Few people interviewed could suggest any improvements to be made to the way the organisation works... A typical response (after about a minute of silence when asked the question) was -

'if there is anything to be improved, I've already said it or they've done it or are doing it or can't – and if not, they've explained why....we constantly try to improve what we do so we continue to offer the absolutely best service....'

Click [here](#) for an overview of the national Standard.