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# PQASSO and Investors in People

An introductory self-assessment tool

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This Publication was produced in partnership with the Learning and Skills Council, Investors in People and Charities Evaluation Services.

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## PQASSO and Investors in People - An introductory self-assessment tool

This self-assessment diagnostic tool has been developed by a working group made up of representatives of Investors in People UK, Charities Evaluation Services, Learning and Skills Council West Yorkshire, Yorkshire & Humberside Assessment Ltd, CMS Consultancy and Morgan Kai.

The document has been designed to help organisations to understand the Investors in People and PQASSO quality frameworks; familiarity or knowledge of either framework is not a pre-requisite of its use. Organisations that have knowledge of just one of the quality standards will find the document helpful in developing their understanding of the other, whilst enabling them to make links between the two.

To make best use of the self-assessment tool, you will need to have access to both the PQASSO and Investors in People standards. A PQASSO demonstration CD-ROM can be ordered free of charge from Charities Evaluation Service, the Investors in People Standard can be ordered from Investors in People publications. Website addresses for both organisations can be found in this document.

The document is a starting point and is not the definitive guide to either the PQASSO or Investors in People quality standards. Both Charities Evaluation Services and Investors in People UK have other publications available, which provide more information on and/or support the implementation of their quality standards.

Whatever their starting point, this document can help organisations to:

- Gain an overview of the Investors in People and PQASSO quality standards.
- Gain an understanding of the similarities and differences between the two frameworks.
- Decide how they may benefit from working with one or both frameworks, concurrently or separately.
- Plan the next steps.

## About PQASSO

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### PQASSO

#### Ownership

PQASSO has been developed by Charities Evaluation Services, a national charity providing a wide variety of voluntary and community organisations and their funders with training, advice and support to promote quality and accessible monitoring and evaluation practice.

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#### What is it and how does it work?

PQASSO is an off-the-shelf quality assurance system for use within voluntary and community sector organisations. Designed as a work pack, it is simple and straightforward to use and written in plain English. It offers a flexible approach to quality, enabling your organisation to work at its own pace without costly consultancy fees.

It helps you to take a systematic look at what you do, decide exactly where improvements are needed and help you to set priorities for the future, to improve your organisation's performance.

PQASSO helps you plan, budget and allocate the necessary resources for making improvements over a realistic time period.

PQASSO covers twelve quality standards and promotes continuous improvement through the process of self-assessment. PQASSO has 3 levels, which progress in depth and application. It is essential to achieve level 1 first and then progress to higher levels. Very small or newly formed organisations may decide to work towards achieving level 1 only.

PQASSO is a generic system, so it can be used across the voluntary and community sector.

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#### Size of organisation

PQASSO offers a flexible approach to quality for voluntary and community organisations of all sizes, especially small to medium sized organisations.

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#### Assessment

PQASSO is a self-assessment tool. As such, there is no strict time frame within which PQASSO is implemented – it is an ongoing process of judging your organisation's performance against the PQASSO standards and working on your action plan to address areas for improvement. The time it takes to implement is flexible according to the needs of individual organisations.

There is currently no external certification of PQASSO. This will be available by means of peer review from 2007.

PQASSO is not time bound.

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#### Support available and costs

CES offers free over the phone and email support on how to implement PQASSO as well as providing PQASSO training and consultancy.

CES charges for the PQASSO work pack and optional CD ROM. Training is also provided by CES in how to implement PQASSO.

Subsidies towards these costs and support may be available either nationally or locally through Learning and Skills Councils, Councils for Voluntary Service or Regional Development Agencies.

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#### Further details

Charities Evaluation Services  
4 Coldbath Square, London, EC1R 5HL  
020 7713 5722  
[www.ces-vol.org.uk](http://www.ces-vol.org.uk)

Local or regional Learning and Skills Councils  
[www.lsc.gov.uk](http://www.lsc.gov.uk)

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## About Investors in People

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### INVESTORS IN PEOPLE

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#### Ownership

Investors in People is a business/organisation improvement quality tool. It is used by all sectors with 37,000 organisations recognised as an Investor in People. Investors in People UK is the custodian of the Investors in People which was developed in 1992.

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#### What is it and how does it work?

Investors in People is a generic Standard that is achieved through externally recognised assessment. It involves individuals, teams and the organisation as a whole.

The Investors in People Standard has three principles, ten indicators and 39 evidence requirements. The principles of the Standard – plan, do, review – are underpinned by the ten indicators of good practice. These indicators help an organisation to improve on its quality and people development by having a clear mission and vision and a strategy for planning, learning and development and leadership and management.

The time it takes to achieve Investors in People recognition varies considerably but is usually somewhere between 3 – 15 months. To achieve Investors in People status no paperwork is required.

Investors in People Profile provides further stretch for organisations. It goes beyond the Level 1, the baseline Standard. It provides greater breadth and depth at Profile levels 2-4. This self-diagnostic tool is mapped against Level 1 but refers to Profile in some areas.

Both PQASSO and Investors in People refer to people who include all paid staff, full and part time, volunteers and trustees. They are both inclusive frameworks.

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#### Size of organisation

Investors in People can be used by organisations of all size which have at least 2 people

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#### Assessment

To become an Investor in People an external assessment is required by an approved Investors in People Assessor. This assessment is based on interviews with people and observation of work in progress through interviews, observations and checking that the strategies, vision and mission and day to day working is of value and fit for purpose. People need to feel valued and involved in the decision making of the organisation. Investors in People requires explicit capabilities especially in leadership and management to lead, manage and develop people.

An organisation or sub-unit of a larger organisation must be able to demonstrate the organisation can meet the Standard (including the planning requirements) in its own right. Where applicable, the sub-unit has authority from its parent organisation to work towards the Investors in People Standard.

Investors in People recognition is only valid for three years and has to be reviewed within this three year period.

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#### Support available and costs

The 9 Regional Quality Centres in England can offer advice and support.

The Investors in People UK website has a number of support tools.

A booklet on Investors in People for the Voluntary sector is available from the NCVO or Investors in People UK.

There is a cost for Investors in People assessments, which vary based on the size of the organisation.

Subsidies towards these costs and support may be available either nationally or locally through Learning and Skills Councils, Councils for Voluntary Service or Regional Development Agencies.

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#### Further details

Investors in People UK  
7 – 10 Chandos Street  
London W1G 9DQ  
0207 467 1900  
information@iipuk.co.uk  
www.investorsinpeople.co.uk

Local or regional Learning and Skills Councils

[www.lsc.gov.uk](http://www.lsc.gov.uk)

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## Using the Tool

The self-assessment document has been designed to help organisations to map their existing strategies, processes and working practices to the Investors in People and PQASSO Standards.

A range of organisational strategies, processes and working practices are listed with links to each standard. The list is not exhaustive; it is intended as a checklist of the key strategies/processes found in an organisation that is able to meet either the PQASSO or the Investors in People standard. How an organisation implements good practice is dependent on the organisational culture. It may adopt a formal approach with all its strategies and procedures well documented, alternatively an informal approach with little documentation but where processes and working practices are clearly understood, used consistently and embedded across the organisation may be equally successful. For the purposes of this document the approach used is not relevant, the important factor is that the strategies, processes, working practices exist.

Questions as to how well the chosen implementation methodology is working do not come within the remit of this document. The document is intended to provide an indication of what is currently in place, further work may be necessary to meet either standard and questions as to consistency, appropriateness, achieving the required organisational outcomes will be part of that process.

## Methodology

The document can be used in a group or by an individual; each organisation should select whichever approach best suits their circumstances. To ensure as accurate a picture as possible is identified it is essential that individually or collectively there is a comprehensive knowledge of the organisation at a strategic level.

Work systematically through the document; consider in turn each of the questions in the central column. Be honest, if working with others challenge each other to ensure that your answers are realistic.

To maximise your learning we recommend that you measure your organisation against each of the standards in turn. Consider all of the central column questions in relation to either PQASSO or Investors; then refer to the standard you are currently considering. Where you have indicated that you have a strategy or process in place follow the identified link to the standard. Next, consider what happens in your organisation and how well it matches with what is described in the standard. As you work through the actual standards you may identify questions where you need to seek clarification from an 'expert', elsewhere in the document are contact details for both PQASSO and Investors in People.

# Introductory Self-assessment Tool

Contributes to PQASSO	✓ / ✗	Strategies, Processes and Working Practices Does your organisation have?	✓ / ✗	Contributes to Investors in People
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 1</li> </ul>		1. A clear purpose, vision and mission?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 1.1</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 2,3</li> <li>■ Quality Area 2: Level 2</li> </ul>		2. An agreed strategy for achieving the purpose and vision?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 1.1</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 1, 2, 3</li> <li>■ Quality Area 3: Level 1, 2</li> <li>■ Quality Area 8: Level 2</li> <li>■ Quality Area 9: Level 1</li> </ul>		3. A plan that sets out the organisation's objectives for a specified time period and which includes measurable performance objectives?  If an organisation uses Key performance indicators (KPIs)		<ul style="list-style-type: none"> <li>■ Evidence Requirement 1.2                             <ul style="list-style-type: none"> <li>■ Profile **</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 2</li> <li>■ Quality Area 9: Level 1, 2</li> </ul>		4. A process which clearly links organisational, project, team and individual objectives and plans?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 1.4</li> <li>■ (when people are involved in developing plans)</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 1, 2</li> <li>■ Quality Area 3: Level 1</li> </ul>		5. Project specific plans, which include measurable performance objectives?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 1.4</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 2</li> <li>■ Quality Area 3: Level 2</li> <li>■ Quality Area 9: Level 2</li> </ul>		6. Team plans, which include measurable performance objectives?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 1.4</li> <li>■ Evidence Requirement 1.6</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 2, 3</li> <li>■ Quality Area 3: Level 2</li> <li>■ Quality Area 5: Level 3</li> <li>■ Quality Area 9: Level 2</li> </ul>		7. A strategy which ensures that people are involved at an appropriate level in developing the organisational, project and team plans and identifying objectives?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 1.4</li> </ul>

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<ul style="list-style-type: none"> <li>■ Quality Area 2: Level 2</li> <li>■ Quality Area 3: Level 1</li> <li>■ Quality Area 5: Level 1, 2</li> <li>■ Quality Area 9: Level 1</li> </ul>		8. Processes to ensure that all individuals understand their role in achieving the organisational and project/team objectives?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 1.6</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 2: Level 3</li> </ul>		9. Processes for involving people in the identification of their own objectives?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 1.4</li> <li>■ Evidence Requirement 1.6</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 2: Level 1, 2</li> </ul>		10. A strategy to ensure that it governs itself effectively and responsibly?		<ul style="list-style-type: none"> <li>■ No direct link to Investors in People evidence requirement</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 2: Level 1</li> <li>■ Quality Area 3: Level 1</li> <li>■ Quality Area 5: Level 1</li> <li>■ Quality Area 7: Level 1</li> </ul>		11. Processes in place which ensure that : - Legal responsibilities are met? - Financial responsibilities are met? - Levels of accountability are identified?		<ul style="list-style-type: none"> <li>■ No direct link to Investors in People evidence requirement</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 4: Level 1, 2</li> </ul>		12. Processes which gather feedback from service users including complaints and suggestions		<ul style="list-style-type: none"> <li>■ No direct link to Investors in People evidence requirements at Level 1 but part of a Profile when used to develop a strategy</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 2</li> <li>■ Quality Area 4: Level 2, 3</li> </ul>		13. Strategies to involve service users in the development and planning of service delivery?		<ul style="list-style-type: none"> <li>■ No direct link to Investors in People evidence requirements at Level 1 but part of profile</li> </ul>

# Introductory Self-assessment Tool

Contributes to PQASSO	✓ / ✗	Strategies, Processes and Working Practices Does your organisation have?	✓ / ✗	Contributes to Investors in People
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 2</li> <li>■ Quality Area 2: Level 2</li> <li>■ Quality Area 6: Level 2, 3</li> </ul>		14. A strategy or process for identifying the development needs required to achieve the organisation's stated objectives?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 2.1</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 2</li> <li>■ Quality Area 6: Level 3</li> <li>■ Quality Area 8: Level 2</li> </ul>		15. A plan that specifies the organisation's development needs and the resources required to meet them?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 2.1</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 2</li> <li>■ Quality Area 6: Level 2, 3</li> </ul>		16. Strategies which ensure the formal and systematic identification of: - Project development needs? - Team development needs? - Individual development needs?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 2.2/2.3 providing people are involved</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 2: Level 2</li> <li>■ Quality Area 6: Level 2, 3</li> </ul>		17. Development plans that identify project/team and individual needs together with the activities planned to meet them?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 2.2/2.3</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 3: Level 2</li> <li>■ Quality Area 5: Level 2, 3</li> <li>■ Quality Area 9: Level 2</li> <li>■ Quality Area 11: Level 2</li> <li>■ Quality Area 12</li> </ul>		18. Processes and/or working practices, which encourage individuals to contribute ideas as to how organisational and individual performance, can be improved?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 3.1/3.                             <ul style="list-style-type: none"> <li>■ Profile **</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 3: Level 2</li> <li>■ Quality Area 5: Level 1, 2, 3</li> <li>■ Quality Area 6: Level 1, 2</li> </ul>		19. Strategies, which ensure that everyone receives the support and development they need, to improve their performance?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 3.2/3.3/ 3.4</li> </ul>

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Contributes to PQASSO	✓ / ✗	Strategies, Processes and Working Practices Does your organisation have?	✓ / ✗	Contributes to Investors in People
<ul style="list-style-type: none"> <li>■ Quality Area 3: Level 1</li> <li>■ Quality Area 4: Level 1, 2</li> <li>■ Quality Area 5: Level 1</li> <li>■ Quality Area 6: Level 1, 3</li> <li>■ Quality Area 8: Level 1</li> <li>■ Quality Area 9: Level 1</li> <li>■ Quality Area 12</li> </ul>		20. Policies and practices which support equality of opportunity?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 3.2/3.3/3.4 when this relates to learning and development</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 2: Level 2, 3</li> <li>■ Quality Area 3: Level 2, 3</li> </ul>		21. Clarity as to what you require of individuals who have some form of leadership and management responsibility?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 4.1</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 2: Level 2, 3</li> <li>■ Quality Area 5: Level 2, 3</li> </ul>		22. A strategy for identifying and communicating the knowledge, skills and behaviours required of those individuals with leadership and management responsibilities?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 4.1/4.2/4.3</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 7: Level 1, 2</li> </ul>		23. A planned approach to managing its finances with all procedures clearly documented		<ul style="list-style-type: none"> <li>■ No direct link to Investors in People evidence requirements</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 8: Level 1</li> </ul>		24. Sufficient resources are in place to deliver the defined service		<ul style="list-style-type: none"> <li>■ Direct link to Investors in People evidence requirements when resources include people/skills</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 8: Level 1, 2</li> </ul>		25. Processes in place which support the effective, efficient and ethical management of resources?		<ul style="list-style-type: none"> <li>■ No direct link to Investors in People evidence requirements</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 4: Level 2</li> <li>■ Quality Area 9: Level 2, 3</li> <li>■ Quality Area 11: Level 2</li> </ul>		26. Documented procedures to develop and improve its core activities?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 9.2/9.3</li> </ul>

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<ul style="list-style-type: none"> <li>■ Quality Area 3: Level 1, 2</li> <li>■ Quality Area 5: Level 1, 2</li> <li>■ Quality Area 6: Level 1, 2</li> </ul> <p>Note: Level 1 covers the policies which an organisation 'must have', Level 2 covers a 'wide range'</p>		27. Well established policies, procedures and practices to support teams and individuals?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 3.2/3.3/3.4</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 5: Level 1, 2</li> <li>■ Quality Area 6: Level 1</li> </ul> <p>Note: At Level 1 'supervision' is required, at Level 2 'appraisal' is required</p>		28. Processes in place to ensure that people receive regular and appropriate feedback on their performance?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 5.2/5.4</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 5: Level 2, 3</li> </ul>		29. Strategies which recognise and value people's contribution and value to the organisation and its achievements?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 6.1/6.2/6.3</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 3: Level 2</li> <li>■ Quality Area 11: Level 1, 2</li> </ul>		30. Working practices that encourage people to be involved in decision making?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 7.1/7.2/7.3 and Profile</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 2: Level 1</li> <li>■ Quality Area 5: Level 1</li> <li>■ Quality Area 6: Level 1</li> </ul>		31. An established induction programme which ensures that those individuals new to the organisation, and new into role, are able to perform their role effectively?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 8.1</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 6: Level 2</li> <li>■ Quality Area 11: Level 3</li> </ul>		32. A process which identifies the organisation's investment of time, money and resources in learning and development?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 9.1/9.3</li> </ul>
<ul style="list-style-type: none"> <li>■ No direct link to PQASSO</li> </ul>		33. A process which enables you to collect information and quantifiable data on the impact of learning and development on the organisations performance?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 9.2/9.4/9.5</li> </ul>

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<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 2, 3</li> <li>■ Quality Area 4: Level 2</li> <li>■ Quality Area 9: Level 2</li> <li>■ Quality Area 11: Level 2</li> <li>■ Quality Area 12: Level 1, 2</li> </ul>		34. Well established working practices where the development of strategy to improve the performance of the organisation is based on robust evaluation information?		<ul style="list-style-type: none"> <li>■ Evidence Requirement 9.3</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 2, 3</li> <li>■ Quality Area 2: Level 2</li> <li>■ Quality Area 4: Level 2</li> <li>■ Quality Area 9: Level 2, 3</li> <li>■ Quality Area 11: Level 2</li> <li>■ Quality Area 12: Level 1, 2</li> </ul>		35. A process for the regular and systematic review of organisational performance and the achievement of objectives?		<ul style="list-style-type: none"> <li>■ Evidence Requirements 9.2/9.4/9.5 provided it included Learning and Development</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 7: Level 3</li> <li>■ Quality Area 12</li> </ul>		36. A process for evaluating the effectiveness of its fundraising, investment and financial planning strategies?		<ul style="list-style-type: none"> <li>■ No direct link to Investors in People evidence requirements</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 1: Level 2, 3</li> <li>■ Quality Area 2: Level 2</li> <li>■ Quality Area 3: Level 3</li> <li>■ Quality Area 9: Level 3</li> <li>■ Quality Area 10: Level 3</li> <li>■ Quality Area 11: Level 2, 3</li> <li>■ Quality Area 12: Level 1, 2</li> </ul>		37. The information which enables senior managers to plan and implement improvements in the organisation's strategy - For developing the organisation and its activities? - For managing and developing its people?		<ul style="list-style-type: none"> <li>- Evidence Requirement 9.3</li> <li>- Evidence Requirements 10.1/10.2/10.3</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 10: Level 1</li> </ul>		38. Processes in place that ensure it is an active member of the community and works with other organisations		<ul style="list-style-type: none"> <li>■ No direct link to Investors in People evidence requirements at Level 1 but part of Profile **</li> </ul>
<ul style="list-style-type: none"> <li>■ Quality Area 10: Level 2</li> </ul>		39. Processes in place, which encourages and supports networking and partnership working?		<ul style="list-style-type: none"> <li>■ No direct link to Investors in People evidence requirements at Level 1 but part of Profile **</li> </ul>

\*\* Profile is new Investors in People framework that provides further stretch for organisations. It goes beyond the current scope at Level 1. It provides greater breadth and depth at Profile levels 2-4.

## Glossary

**Development Plan:**

a document identifying learning and development needs, the activities and resources required to address those needs and the agreed development outcomes to be achieved by agreed dates.

**Equality of Opportunity:**

ensuring that all individuals and groups [including trustees, employees and volunteers] have appropriate and fair access to the opportunities available within the organisation.

**Key Performance Indicators:**

measures an organisation uses to monitor, understand, predict and improve its performance.

**Learning and Development:**

any formal or informal activity that develops skills, knowledge and behaviours.

**Mission:**

defines the purpose, values and aspirations of the organisation.

**People:**

includes anyone who helps the organisation to achieve its objectives – whatever role they play. It includes all employees, trustees, members of management committees and volunteers.

**Performance Objectives:**

defines the type and scope of activities that an organisation or its people will undertake to achieve the desired results. Will be both quantitative and qualitative and measurable.

**Plan:**

a description of objectives and/or outcomes to be achieved with the steps that will be taken to realise them.

**Policy:**

a clear statement of intent about how an organisation will behave over certain issues.

**Process:**

a formalised way of organising work into a repeatable, measurable and consistent set of guidelines.

**Procedure:**

a written statement of how tasks and activities are to be carried out within the organisation.

**Purpose:**

the ambition and passion that drives an organisation forward, the reason for the organisation's existence.

**Review:**

collecting information and data to see whether planned activities have achieved their identified objectives and the impact they have had on performance.

**Strategy:**

a planned way of achieving long-term aims.

Vision: a clear picture of what the organisation is aiming for.

Working Practices: what has become the accepted way of carrying out tasks and activities.

### **Learning and Skills Council**

This project is funded by the LSC, the organisation that exists to make England better skilled and more competitive.

This publication was produced in partnership with The Learning and Skills Council, Investors in People and Charities Evaluation Services.

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