



INVESTORS
IN PEOPLE | London



INVESTORS IN PEOPLE REVIEW REPORT

Council of Ethnic Minority Voluntary Sector Organisations (CEMVO)

Written by Kerry Hunn
Investors in People Assessor
On behalf of Capital Quality Limited



IMPROVING PERFORMANCE THROUGH PEOPLE



INVESTORS
IN PEOPLE | London

T: 020 7492 5901 F: 020 7492 5999 E: info@cqlgroup.co.uk W: www.cqlgroup.co.uk

Contents	Page No.
■ Introduction	2
■ Executive Summary	2
■ Findings against indicators	5 – 12
■ Recommendation and next steps	12
■ Options for your next Review	12
■ Annex A: Outcome table	14



■ Introduction

The Council of Ethnic Minority Voluntary Sector Organisations (CEMVO) has a number of regional offices throughout the United Kingdom, which include London, Bristol Reading and Manchester. In the Head office in Stratford, there is a central administration function and an organisational development team. The offices in Stratford are co-located within a modern office building, which include the Learning & Skills Council and other publicly funded bodies.

The assessment review of CEMVO was carried out over two days and a representative sample of people from across the organisation were interviewed and their views taken into account for this report. As per the guidelines from Investors in People UK, 15 people were spoken to: the majority on a one-to-one basis, a small number in groups and through telephone conversations.

The interviews were well planned and I would like to take this opportunity to thank everyone involved for their honest contribution.

■ Executive Summary

CEMVO has a very supportive culture towards its staff and learning and development is the norm within the organisation. The Senior Management Team (SMT) play an active role within the development of their people and there is regular daily contact with their staff. Members of the Trustee Board are fully committed to the Organisation and Board members have been brought into CEMVO based upon their knowledge, skills and experience.

Since the last assessment visit, CEMVO have faced a number of challenges and instigated a number of changes. For example:

- The ongoing challenge of changes to funding and projects
- A number of projects finishing and there not always being new projects to replace them
- More competition from other organisations bidding for funding and projects
- The appointment of a new Chair of the Board of Trustees
- The appointment of a new Chief Executive

Within CEMVO, there is an inclusive culture towards planning and communication and all staff are involved whenever possible, with managers taking a proactive role. There are regular staff and team meetings facilitated by Area Directors and Managers.



Commercial in Confidence

The organisation is committed to the development of all members of staff and ensures that all projects budget for training. Due to financial constraints, CEMVO make use of publicly funded training when possible as well as developing in-house training champions. There are many formal people development processes, including an annual appraisal and a regular skills audit.

Manager's roles are clearly defined using a competency framework and there is a handbook for managers, which acts as an aide memoir. Formal management training is available, but not mandatory and managers meet on a regular basis to discuss their needs and those of their staff. New managers go through in-house training and are mentored by more senior managers.

Staff across the organisation gain enormous job satisfaction through their work and their input into the local communities. Staff have their performance feedback at regular intervals and in addition, there are regular celebrations when new projects are won.

CEMVO has a number of processes that it uses to review its performance, starting with the Board of Trustees, other Stakeholders and formal SMT meetings. The amount of funding and the projects that it wins are also a clear indications as to how well it is performing.

- **Areas of Strength or Best Practice**

Planning Process – There is a comprehensive planning process, which starts with the Board of Trustees and the Senior Management Team all members of staff are invited to input into the process.

Learning and Development - There is a strong commitment towards learning for the whole of the organisation and a clear training programme for staff, supported by formal policies and strategies. Training is clearly linked to the overall organisational objectives and a budget allocated for training within all projects. All staff have access to training, are encouraged to develop further and offered resources to support them where appropriate. CEMVO have built up in-house expertise to deliver training, which is very cost effective.

Management Support – Throughout the organisation, there were many examples of the support and encouragement given by managers. There is a strong Senior Management Team, who meet regularly to discuss their staff.



IMPROVING PERFORMANCE THROUGH PEOPLE



INVESTORS
IN PEOPLE | London

Commercial in Confidence

Involvement – CEMVO encourages all staff to be involved with and make a contribution towards the direction, improvements and policies of the organisation.

Evaluation – There is a robust system of evaluation in place, using internal systems and ongoing formal evaluations through various stakeholders.

- **Areas where development could be considered
(These areas are suggestions only and are not mandatory to meet the Standard)**

Vision and Mission – The Trustee Board and SMT are about to review its current purpose and by using external consultancy support will ensure that CEMVO is fit for the future. The Vision and Mission will need to be reviewed accordingly.

Management Capabilities –Although management roles are very clear to both managers and staff, the organisation might like to combine these with the responsibilities identified within the staff development and training plan document. Having these capabilities within the appraisal documentation will also give a clear indication of ongoing development for managers.

New Managers – There is plentiful support for new managers, through mentoring and the manager's handbook. However, the management capabilities (see above) could act as a clear management development programme, which would give new managers the people skills required at an early stage.

Team Briefing – As the organisation begins to grow again, it might like to consider how it remains consistent in the messages given out by management perhaps in the form of a team briefing. This may particularly support new managers.

Individual Development Plans - IDP/Learning Logs – The organisation may wish to consider offering staff the use of Individual Development Plans or Learning Logs, particularly for new members of staff. This is also a particularly useful document for in-house or on-the-job training. Whilst IDP's can be used for key learning points (to be discussed at appraisal or team meetings), Learning Logs are able to log issues, problems or just questions (that can be kept for a later date).

Active Debriefing – As there is not always the time to fully evaluate training at the end of a training session, a system of active debriefing could be considered whereby once or twice a year, a short session highlights learning that has taken place throughout the year this would help the



IMPROVING PERFORMANCE THROUGH PEOPLE



London

Commercial in Confidence

SMT to check that development points are still being used; it can also help to embed learning.

Coaching and Mentoring – Some members of staff have naturally taken to the role of coach or mentor; therefore the organisation might like to consider formalising this process and identifying the capabilities that are required the appraisal process could be used to identify the “who” and the “how”. Thought could also be put towards how this approach could support the organisation further (also see recognition).

Staff Survey –whilst there is regular input from staff and a survey was carried out last year, the organisation might like to consider a formal regular staff opinion survey, which would gain more formal input and take into account a wider range of issues, such as recognition and the culture of the organisation. The results of the last survey do not yet appear to be embedded within the organisation.

Recognition – CEMVO has a number of ways in which it recognises and values its staff: however, it may also wish to consider further ways in which it could motivate staff – such as team building. As the organisation continues to grow, it is important that staff motivation and retention is kept highlighted, particularly in busy times. This system could also be used in conjunction with a staff suggestion scheme or survey. Coaching, mentoring and middle management opportunities could also be used within the career planning or succession planning initiatives. The organisation might like to look at other models of reward and recognition.

■ Assessment Findings

The client has requested a summary version of the report and this is presented under the three headings of

- **Developing strategies to improve the performance of the organisation (Indicators 1 – 4)**
- **Taking action to improve the performance of the organisation (Indicators 5 – 8)**
- **Evaluating the impact on the performance of the organisation (Indicators 9 and 10)**

Examples of evidence found under each heading are summarised and follows the format of the Standard.

- **Developing strategies to improve the performance of the organisation (Indicators 1 -4)**



IMPROVING PERFORMANCE THROUGH PEOPLE



INVESTORS
IN PEOPLE | London

Commercial in Confidence

CEMVO has a clear Vision: to create a secure and sustainable base for Britain's minority ethnic communities and its third sector; and a clear Mission: to undertake work that promotes social cohesion between, and better outcomes for, minority ethnic third sector organisations and the communities they represent. These were clearly explained to me by members of the Trustee Board, the Chief Executive Officer and members of the Senior Management Team (SMT). The purpose of the organisation is also driven by the funding opportunities, Office of the Third Sector and other stakeholders. The Trustee Board plays an active part in supporting and monitoring the organisation's activities.

The organisation has a current written Business Plan, which goes up to 2012 with measurable financial targets, actions and key outcomes. The Trustee Board and SMT are fully involved in supporting the organisation to achieve its objectives.

There are no representative groups within the organisation.

Across the organisation, managers ensure that people are involved in the development of the Organisational Objectives and Business Plan and these plans are clearly linked to team and individual objectives. Teams develop their own plans which link to the Organisational Plans. Managers keep staff informed of the yearly objectives and ensure that regular formal and informal meetings take place, such as:

- Staff meetings
- Trustee Board meetings
- Team meetings
- One-to-one meetings

As well as keeping staff informed on objectives and key actions that need to be met, further understanding of their contribution is underpinned through the various regular staff meetings and the performance appraisal, whereby performance and development is linked to the overall organisational objectives. Regular formal one-to-one's between line manager and staff member also take place and work plans are implemented. There are also actions and/or objectives set within their work plans. Regular e-mails go out from the CEO and SMT and the CEO regularly visits regional offices to meet with staff.

The SMT and Trustee Board at CEMVO are very committed to training and development across the organisation. Although training is ongoing, there is a clear planning process that starts at the top with the SMT meeting to discuss the objectives of the organisation and the SMT putting into place,



IMPROVING PERFORMANCE THROUGH PEOPLE



INVESTORS
IN PEOPLE | London

Commercial in Confidence

the policies, procedures and resources to support any development required to underpin the objectives.

Managers discuss learning throughout the year, through the appraisal system, team meetings and one-to-one meetings. Managers and staff have clear guidance on the level and type of training that is required or for which they are eligible. Training is primarily aimed at supporting current projects and whenever possible, funds and resources found to develop other skills. Training is identified in a number of ways, such as a skills audit, and normally takes place through a mix of in-house and external training, such as:

- Finance planning
- Project management/planning
- Fundraising
- Business planning
- IT Skills

Development is discussed and monitored through the staff and team meetings and one-to-one's and linked to performance objectives. A list of training needs are collated and built into the coming year's plans.

People across the organisation confirmed their manager's commitment to their development and how they are encouraged to continually learn. Although there is a formal end-of-year discussion and forward planning through the annual appraisal process, people described how their training goes on throughout the year and is regularly discussed. CEMVO has linked into funded training such as the Train-to-Gain scheme. Managers will also identify training and will proactively discuss this with relevant members of staff.

There is a culture of inclusiveness. This starts at the top by ensuring that there are the appropriate policies and procedures in place and staff are encouraged to input at all levels.

There is an annual appraisal, regular reviews and/or training discussions for all members of staff, including the SMT and when appropriate Board members.

In addition to the one-to-one discussions, the following group discussions also take place at regular intervals whereby information and knowledge-sharing occur:

- Regional Implementation meetings
- Team meetings
- Staff meetings



IMPROVING PERFORMANCE THROUGH PEOPLE



INVESTORS
IN PEOPLE | London

Commercial in Confidence

- SMT and management meetings

Issues that have come out of these meetings include:

- The sharing of project reports
- Regional Directors' reports which are shared with everyone before staff meetings
- Input on new draft letter heads and booklets
- The introduction of two-way updates during one-to-one's

The Directors and Managers of CEMVO have clear roles and responsibilities and a shared remit. The SMT is made up of managers with a mixture of public and private sector experience who use this knowledge to improve the organisation. There are a set of written competencies, which are discussed at appraisal; with the common elements described included:

- Setting direction
- Managing people
- Working in teams

In addition to the competencies, there are a set of responsibilities of managers and team leaders within the staff development and training plan. This is a comprehensive list of responsibilities, including:

- Implement the Equal Opportunities Policy
- Provide effective leadership in managing and leading staff
- Encourage staff to take ownership of ideas and projects
- Encourage employees to plan their training needs

There is a handbook for managers, which acts as an aide-memoir for policies and procedures, including:

- Staff induction
- Work plans
- One-to-one's

Members of the Senior Management Team meet regularly to discuss and cross-reference their approach to staff. All managers have been recruited on the basis of their management experience and have undertaken management training when appropriate.

Managers are clear on the support that they are expected to give and there is always ongoing discussion and feedback between managers and staff.



IMPROVING PERFORMANCE THROUGH PEOPLE



INVESTORS
IN PEOPLE | London

Commercial in Confidence

All people spoke enthusiastically about their manager and gave consistent examples of what they can expect – this included managers being available and making time for them; offering opportunities for on-the-job or external training; coordinating day-to-day activities and ensuring effective communication within the team through one-to-one's and/or team meetings.

- **Taking action to improve the performance of the organisation (Indicators 5 – 8)**

Managers are very committed to their staff and spoke enthusiastically about the support that they provide. There are regular conversations between managers and their staff and they try to ensure that they make themselves accessible whenever possible.

Managers and staff gave examples of how regular feedback on performance takes place. For example:

- Annual appraisals
- One-to-one's
- Team meetings
- Informal discussions

People spoke very positively about their managers and the support that they receive.

Across the organisation, managers gave numerous examples of how they recognise input and contributions. On a day-to-day basis, managers give regular verbal feedback and praise. Other ways include:

- A culture of giving feedback through one-to-one's
- A culture of valuing people's opinions
- Meetings for teams to plan their departments objectives
- Asking people to take on responsibility from an early stage in their careers, this ensures people gain enormous job satisfaction from the work that they do
- Supporting people's career development and promoting from within
- Celebrating through lunches when projects are won

Throughout the organisation, I was given numerous examples of people taking ownership and responsibility both in their teams and on an individual basis. There is continuous encouragement for people to get involved and take ownership; this starts at the top and is linked to a manager's responsibility in the staff training and development plan. For example:

- Ideas on the latest technology which can reduce costs



IMPROVING PERFORMANCE THROUGH PEOPLE



INVESTORS
IN PEOPLE | London

Commercial in Confidence

- Partnering with other organisations, which is both cost effective and efficient
- Providing a wider range of services to its client groups

Managers have very good systems and procedures to support them and to ensure that the people policies and processes happen. For example, there is a staff and managers' handbook and detailed appraisal paperwork. There is also a culture of ensuring that development takes place and appropriate support is given when required. Evaluation of training takes place through discussion on a one-to-one basis or through team meetings.

People confirmed how development is discussed regularly and that managers discuss the support required to do the job efficiently. People were able to describe the process of how their learning and development needs have been met, the knowledge gained and how this has been applied in their role. For example:

- Annual appraisals
- One-to-one's
- Project reviews
- Team meetings
- Client feedback

There is a formal induction programme for all new staff and job changers, with an induction policy used to support the process. Staff being inducted have regular formal and informal meetings with their line manager and a clear idea of training and development that they will be undertaking.

- **Evaluating the impact on the performance of the organisation (Indicators 9 and 10)**

Annually, the Senior Management Team (SMT) reviews the Business Plan, identifies the learning points and then builds these into the Plan for the forthcoming year. A broad outline of the Plan is set by the SMT with input from all members of staff, which is then agreed with Trustees. The detail of the Plan is developed by staff in their respective teams. These details are used to drive and cascade team and individual objectives.

The Trustee Board meets regularly to discuss the organisational objectives; monitor the financial management and staffing issues; discuss fund-raising and various other topics.

CEMVO is very clear on how learning and development has improved the performance of the organisation, its teams and individuals and has built up



IMPROVING PERFORMANCE THROUGH PEOPLE



INVESTORS
IN PEOPLE | London

Commercial in Confidence

the number of in-house trainers. The organisation carries out an annual review of its organisational objectives, training requirements and staff surveys. Other formal and informal evaluation of learning and development is carried out on a regular basis, such as feedback from funders and other stakeholders. The SMT meet weekly to discuss progress, share information, agree actions and cascade information to their area of responsibility.

CEMVO understands the need to develop its people in order to underpin its objectives and has published its achievements, which include:

- a successful track record of winning new contracts, such as the Link project
- Over the last few years CEMVO has recruited and educated 40 BME professionals to MBA level and a number of them have participated in a prestigious management development programme at Windsor Castle
- Developing strategic partnerships and acting as advisers to a number of Government Departments, such as the Home Office, the Office of the Third Sector and HMRC
- Assisted community organisations raise in excess of £25 million

In addition to the formal training that has taken place, a number of other initiatives have had a significant impact upon individuals and the effectiveness of their projects, such as:

- Minute taking, which has standardised procedures and ensured that individuals are working efficiently
- Team working, which has staff working more effectively with one-and-another
- Confidence building, which has helped people in their face-to-face presentations to individuals and groups
- Spreadsheets, which have helped people to present their information in a clear and efficient manner

CEMVO has a very open and friendly culture, people's opinions are genuinely sought and there is a culture of constantly looking for improvements. The organisation has gone through a number of changes in the last few years and this last 12 months has been used to review itself and look at what is needed for the challenges ahead. A number of improvements have been implemented. For example:

- Staff handbook



IMPROVING PERFORMANCE THROUGH PEOPLE



INVESTORS
IN PEOPLE | London

Commercial in Confidence

- A new Chair of the Board who is very proactive and approachable
- CEMVO has also become more independent since its separation from its previous sponsor
- A professional look to its website and newsletter
- Customer feedback is gathered on-line

People across the organisation know that there are various ways in which they can put ideas, views and suggestions forward and confirmed that there had been a number of changes as a result. For example:

- There is a better management structure, which has led to managers making more time for staff and Board members make themselves available as well as inviting staff to attend Board meetings
- Systems and processes have improved across the organisation, such as the staff handbook
- Ideas are encouraged and supported where possible
- There is plenty of encouragement and empowerment at an early stage

The organisation decided not to be reviewed beyond the Standard, but the Improvement Planning meeting will be used to identify further actions.

■ Recommendation and Next Steps

Having carried out the assessment process in accordance with the guidelines provided for Assessors by Investors in People UK, the Assessor is totally satisfied that CEMVO meets the requirements of the Investors in People National Standard.

Investors in People recognition is granted indefinitely, with a proviso that reviews take place no greater than 3 years apart. Reviews can be undertaken at any time and the organisation should discuss the timing of the first review with their Assessor and Adviser, using the Improvement Planning Meeting to agree the best strategy for future use of the Investors in People framework.

Assessor Name: Kerry Hunn

Date: 31st July 2009

Contact Details: kerry.hunn@o2.co.uk

07957-934764

■ Options for your next Review

Investors in People Rolling Review



IMPROVING PERFORMANCE THROUGH PEOPLE



Commercial in Confidence

Rolling Review is a popular model for ongoing assessment which builds evidence over a three year timeframe, rather than all at once every three years. An annual visit can be focussed on the parts of the framework most relevant to you at the time, reflect changing business priorities and focus on different parts of your organisation at different stages.

Internal Review

Internal Review is a flexible review option available to all Investor in People organisations. It was introduced because recognised organisations identified that they wanted more involvement and ownership of their post recognition reviews. Internal Review works on selected principles of quality assured self-assessment and must be conducted with the full involvement of Capital Quality Limited. We develop your people to a nationally approved standard, providing you with an internal resource to enable you to monitor your own performance, target your resources appropriately and participate more fully in the review process.

Investors in People Interactive

This free online support tool is designed to guide you through development activities and help you maintain the benefits of using Investors in People as an organisational development tool. Obtain an on-going understanding of your organisation's current strengths and development areas by using the tool's diagnostic function which is built around 5 management practices which relate directly to the Investors in People indicators

You can also review and update your progress within the tool and access a wide range of downloads, good practice tips, templates and other resources to inspire and inform - no matter where you are on your Investors in People journey www.investorsinpeople.co.uk/interactive

Promoting continuous improvement

CQL offers an integrated advice and assessment support service, as well as workshops, surgeries and networking events to promote continuous improvement and maximize the benefits of working with the Standard. Details of the support available to you can be found on: -

Internet:  www.cqlgroup.co.uk
Telephone:  **020 7492 5901**
Email:  info@cqlgroup.co.uk



IMPROVING PERFORMANCE THROUGH PEOPLE



■ Annex A
Outcomes Table

Evidence Requirements Framework Matrix

Core Standard										
	Indicators									
ERs	01	02	03	04	05	06	07	08	09	10
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓		✓				✓	
5	✓		✓						✓	
6	✓									

Wider Framework										
	01	02	03	04	05	06	07	08	09	10
4	Core	Core	Core		Core				Core	
5	Core		Core						Core	
6	Core									
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										
18										
19										
20										
21										
22										
23										
24										
25										
26										
27										
28										
29										