

# 13 Quality and people

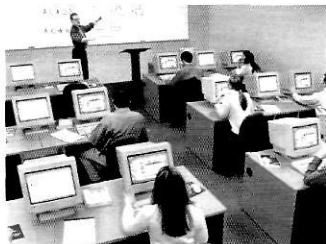
## A Investors in people

There are models and frameworks that emphasize the human dimension in improving quality.

**Investors in People** is a framework developed in the UK. It sets a level of good practice for training and development of people to achieve business goals.

The **Investors in People Standard** is based on four key principles:

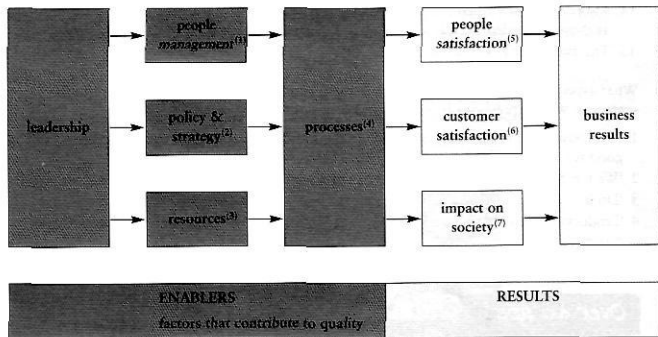
- Commitment** to invest in people to achieve business goals
- Planning** how skills, individuals and teams are to be developed to achieve these goals
- Action** to develop and use necessary skills in a well defined and continuing programme directly tied to business objectives
- Evaluating outcomes**, the results of training and development for individuals' progress towards their goals and the goals of the organization as a whole.



## B The EFQM Excellence Model

The **EFQM Excellence Model** was developed by the European Foundation for Quality Management, a non-profit organization set up by leading European companies to 'help European businesses make better products and deliver improved services through the effective use of leading edge management practices'.

In this model, people are very much part of the wider quality picture. It refers to company stakeholders, who are not only its employees, shareholders and customers but also the community as a whole.



- 13.1 A firm decided to introduce Investors in People principles. Look at the reports from the management and match them to the four principles in A opposite. (There are two statements relating to each principle.)

1

We've set up a committee of managers to work on the planning of skills development for individuals and teams in their departments.

5

They asked groups of employees to contribute ideas on ways of improving their skills.

2

We've announced in the internal company newspaper that we are going to apply the principles.

6

I've asked all our managers to report verbally on the progress of their employees in working towards the goals.

3

We've asked external consultants to quantify financially the effectiveness of the actions they had undertaken.

7

I was sent on a training course with the other managers. We learned how to improve our management techniques.

4

They sent all employees on a three-day quality training course.

8

We've announced on our customer website that we're going to apply the Investors in People principles.

- 13.2 Match the two parts of the descriptions below relating to the EFQM Excellence model in B opposite. (The numbers on the left relate to those in the model.)

Excellent organisations...

- |  |  |
|--|--|
| 1 manage their people at all levels in order to  | a fully satisfy and generate increasing value for customers and other stakeholders.                            |
| 2 develop a stakeholder focused strategy which takes account of the market in order to | b support policy and strategy.   |
| 3 plan and manage external partnerships and internal resources in order to             | c develop their full potential.  |
| 4 design, manage and improve processes in order to                                     | d achieve outstanding results with their people and with respect to their customers and to society in general. |
| 5, 6, 7 comprehensively measure their performance in order to                          | e implement their mission.   |

**Over to you**



Find out about an organization and describe it in terms of the EFQM framework.