



NSAI

Excellence Through People 1000:2017

Excellence Through People

SPECIFICATION



Excellence Through People

Excellence Through People is a certification scheme designed to help improve your organisation, starting from the inside out. It enables you to engage better with your employees, recognising that they are a key source of competitive advantage. By getting certified to ETP, and boosting your people management processes, you can have greater confidence that your business plans are implemented successfully.

How to get certified

Certification to Excellence Through People is through a third-party independent audit.

This robust auditing process is a combination of a review of documentation to ensure compliance with the five sections of the scheme, plus individual meetings with a cross section of staff to get their insight into the organisation.

A maximum of 200 marks is available for each of the 5 sections giving a potential total score of 1000.

A minimum score of 60% in each section is required to achieve certification.

For organisations looking to push beyond that, those who achieve between 71% - 85% are awarded ETP Gold certification, while those scoring between 86 and 100% receive an ETP Platinum award.

ETP 1000:2017 Award Categories

60% – 70% ETP

71% – 85% ETP Gold

86% - 100% ETP Platinum

Process to achieve Excellence Through People certification:

- > Applicant briefed by NSAI on the requirements of the scheme
- > Applicant conducts a self-assessment
- > Applicant implements actions to meet the scheme requirements
- > Applicant completes the Application Form and applies for recognition
- > On-site assessment and staff interviews are carried out by an ETP Assessor
- > A bespoke, detailed report with score and recommendations is provided to the applicant for improvement
- > ETP Certificate is issued

Benefits for your Organisation include improved:

- > Customer Satisfaction
- > Employee Engagement
- > Succession Planning
- > Innovation
- > Collaboration
- > Bottom Line

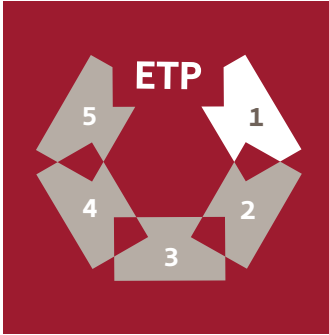
Business Improvement Model



| | | |
|---|---|------------|
| 1 | Business Planning & Continuous Improvement | 200 Points |
| 2 | Effective Communication & People Engagement | 200 Points |
| 3 | Leadership & People Management | 200 Points |
| 4 | Learning & Development | 200 Points |
| 5 | HR Systems & Employee Wellbeing | 200 Points |

For further information contact:

**Excellence Through People
NSAI**
1 Swift Square, Northwood
Santry, Dublin 9
T 01 807 3800
E certification@nsai.ie



SECTION 1

Business Planning & Continuous Improvement

The organisation effectively plans where it is going and continuously improves its approach to quality

Criteria

Evidence Required

1a Employees can describe the mission, vision and values and how these are demonstrated in the organisation

- > Verbal evidence that employees are familiar with the organisation's mission, vision and values.
- > Evidence that managers act as role models, and staff are encouraged, to demonstrate organisational values in how they behave and challenge those not acting in accordance with the organisation's values
- > Evidence that decisions are made in line with the organisation's values even if it is not the easiest or most convenient thing to do

1b The organisation has a comprehensive documented business plan appropriate to the business needs, based on the stated mission, vision and values

- > Business plans available for review, written and/or observed.
- > Evidence that business plans are aligned between functions and in line with mission, vision and values
- > Evidence of progress reports as part of the operational cycle
- > Evidence of review of business plans undertaken in a systematic manner with outcomes communicated

1c Employees involvement in business planning

- > Employees involved in the business planning process at team or organisational level can describe their contribution.
- > Evidence that employees understand the team and organisational objectives

1d The organisation can show that it operates a quality management system.

- > The organisation will need to show evidence of a quality improvement programme and how it links with the business goals.
- > Certificates of relevant quality standards available for verification.

Criteria

Evidence Required

1e

The organisation can show that it uses effective internal and external benchmarking and/or networking activities to conduct comparative analysis and that such activities contribute towards efforts for continuous improvement in business performance.

- > Evidence that benchmarking activities are carried out and the impact on the organisation
- > The organisation can demonstrate use of evidence to validate trends identified through benchmarking activities

1f

The human resources strategy must support and be aligned to the business strategy.

- > The organisation can demonstrate an alignment of strategies, e.g. aligned sales and market growth plans corresponding with human resource needs (hiring, development, and training).
- > Evidence of a documented analysis of human capital in place i.e. the collective knowledge, skills and abilities of an organisation's people to meet strategic goals including the numbers and locations of staff
- > Evidence of assessment of future skills needs

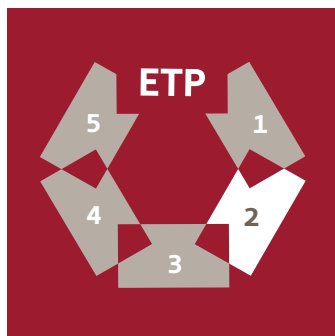
1g

Roles are designed and redesigned for delivery of organisational goals

- > Roles are designed and redesigned on an ongoing basis to ensure they can effectively carry out organisational objectives.
- > Clear decision making authority assigned to each role to ensure effective implementation of business strategy
- > Evidence that roles are designed to avoid duplication of effort and maximise flexibility

Points Summary

200 points



SECTION 2

Effective Communication & People Engagement

The organisation communicates with, and encourages people, in an effective manner to ensure engagement and encourage collaboration

Criteria

Evidence Required

2a

Leaders effectively communicate and engage staff

- > Evidence throughout the organisation of communication processes in place and that staff are kept informed
- > Evidence that communication is open and transparent with communication flowing in both direction and sharing the maximum information possible
- > Verbal evidence from staff on methods of communications in use.
- > Evidence of evaluation methodology of communications in the organisation

2b

The organisation carries out a regular review of employee opinions and implements actions as a result.

- > The organisation regularly seeks the opinions of staff through surveys, suggestions boxes, focus groups etc and seeks input from staff on the design of same
- > Employees can describe how the feedback results are communicated and what actions were taken as a result

2c

Collaboration across the organisation is encouraged and both roles and policies are developed to facilitate collaboration.

- > Evidence of how collaboration is encouraged
- > Verbal evidence that people across the organisation are encouraged to work together to share information and expertise
- > Evidence of work practices in place e.g. office design or matrix structure to facilitate collaboration
- > Organisational structure facilitates internal networking to maximise collaboration

2d

People are encouraged to come up with new ideas

- > Verbal evidence that employees are passionate about innovation and volunteer new ideas
- > Organisation nurtures innovation and responds to new ideas quickly and evidence of change as a result
- > People are encouraged to try new approaches and learn from mistakes

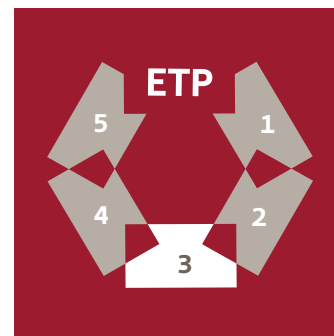
Points Summary

200 points

SECTION 3

Leadership & People Management

The organisation leads and manages its people and their performance to pre-determined objectives in a competent and effective manner



Criteria

Evidence Required

3a

Line managers know what is expected of them to lead, manage and develop their people effectively

> Managers receive development or support in the following to ensure effective, consistent people management:

- a) performance management
- b) goal setting
- c) HR policies and procedures

3b

The organisation has a system in place which supports leadership development.

> The organisation can show that a system for leadership development is available, including for part-time staff. A range of possible methods include mentoring, coaching, learning and development programmes, 360° feedback, talent management and succession planning systems

3c

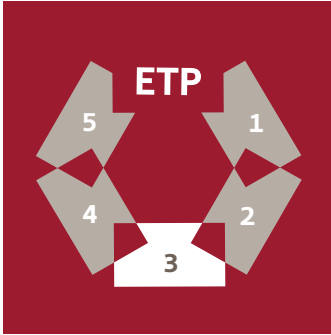
The organisation can show that it has an effective performance management system in place

- > Evidence that there is a formal process of managing performance in place
- > Employees know what is expected from them and how their objectives fit into the organisational plans
- > Employees can describe how they are regularly reviewed against objectives with open and honest conversations about performance taking place
- > Evidence that the performance review process is consistently applied.
- > Evidence of a performance culture where high performers are supported and under performance is addressed

3d

The organisation can demonstrate to all employees that it values them as individuals and their input to business success.

- > Evidence of recognition schemes in place
- > Employees can provide examples of how the organisation values their input.
- > Employees can describe how their role keeps them interested and motivated



SECTION 3

Leadership & People Management

The organisation leads and manages its people and their performance to pre-determined objectives in a competent and effective manner

Criteria

3e

The organisation can show that it has effective succession and career development planning in place relative to the scale of the organisation.

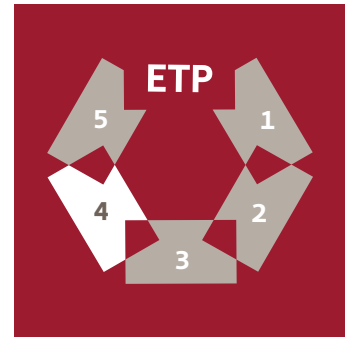
Evidence Required

- > Written identification of positions which are key to the organisation's sustainable advantage
- > Identification of future business needs - knowledge, skills and capabilities that may be required but are currently unavailable internally
- > Written evidence of identified talent pools among existing staff who could potentially fill identified key strategic posts at organisational level
- > Senior management can describe their approach to succession and career planning, e.g. internal promotions, job enrichment, performance management and job rotation etc.
- > The organisation will need to show examples of how the succession and career planning has worked e.g. number of internal promotions.

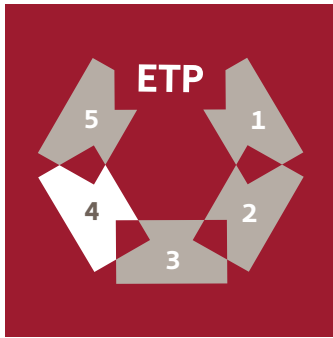
SECTION 4

Learning & Development

The organisation plans and evaluates the development of its people in support of the achievement of its business goal



| Criteria | Evidence Required |
|---|---|
| 4a Employees can describe how they contribute to the learning needs analysis and display an understanding of the range of learning methods available to them for learning and development. | <ul style="list-style-type: none"> > Evidence of a comprehensive learning needs analysis in place based on an individual's potential and organisational objectives > Verbal evidence to indicate the learning approaches in place in the organisation. |
| 4b An effective structure for learning and development is in place ensuring high quality training and value for money | <ul style="list-style-type: none"> > Learning and development policy in place > Organisational learning and development plan linked to business plans in place > Training records for all formal learning and a method to reflect unstructured learning > Course accreditation where necessary > Trained trainers as required |
| 4c The organisation is flexible in the way it develops people using innovative solutions that meet L&D needs | <ul style="list-style-type: none"> > Evidence of variety of training methods employed |
| 4d The organisation can show that each new transferred or promoted staff member is provided with effective induction, guidance and support | <ul style="list-style-type: none"> > A structured induction / onboarding process is available for new, transferred and promoted employees. > Written and verbal evidence demonstrating the use of experienced colleagues, mentors, buddies etc. in the induction processes. > Employees can describe their evaluation of the induction process |
| 4e Employees can describe how they are encouraged to share their learning with fellow team members | <ul style="list-style-type: none"> > Employees can provide examples of how they are encouraged to share the outcomes of their learning with colleagues, e.g. team meetings, presentations, social media, blogs etc. |



SECTION 4

Learning & Development

The organisation plans and evaluates the development of its people in support of the achievement of its business goal

Criteria

Evidence Required

4f

Evidence of evaluation of training taking place to improve effectiveness

- > Evaluation of training by participants e.g. happy sheets
- > Evaluation to determine the learning achieved including assessment methodologies, tests etc.
- > Evaluation on the impact of learning on behaviour
- > Evaluation to ensure people have the opportunity to use new skills

4g

The organisation can demonstrate how senior management review and evaluate the impact of learning and development on the performance of the organisation and what actions they take as a result.

- > The organisation can demonstrate senior management reviews and evaluates the impact of learning and development on the organisation, preferably supported by a documented procedure.
- > Verbal evidence from senior managers showing that they clearly understand the costs and benefits of learning and development to their organisation.

4h

Continuous learning is part of the organisation's culture with leaders looking to the future to plan capability needed

- > Evidence of long term strategic planning of L&D
- > Employees can provide examples of how the organisation supports continuous learning

4i

Roles are designed based on competencies identified to facilitate recruitment, development and progression

- > Competency framework, including values and behaviour, in place for each role and linked to development and progression

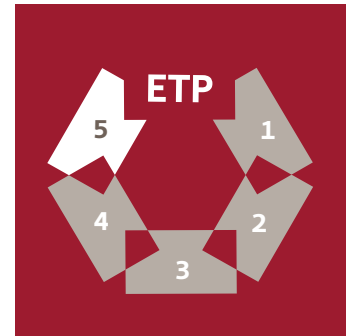
Points Summary

200 points

SECTION 5

HR Systems & Employee Wellbeing

The organisation plans and evaluates the development of its people in support of the achievement of its business goal



Criteria

Evidence Required

5a

The organisation can show that appropriate policies and procedures are in place to support all aspects of the business. These policies and procedures are in line with legislation and also support the organisation's strategic objectives

- > Written declaration of compliance with relevant legislation and with the organisation's policies, signed by the senior manager.
- > Evidence of compliance with Health & Safety Legislation
- > Robust recruitment and promotional procedures.
- > Evidence of range of tools used in recruitment process and evidence of secure storage of interview papers
- > Full suite of HR policies in line with legislation and best practice which support the organisation's strategic objectives
- > Employees can provide evidence of how they are aware of policies affecting them

5b

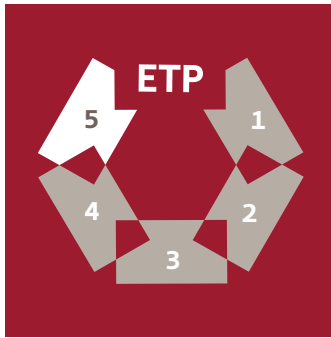
The organisation has an Equal Opportunities Policy, which identifies its objectives and targets with regard to Equality, Diversity and Inclusion

- > Equality and diversity policy and monitoring reports available
- > Evidence of diversity initiatives or diversity training
- > Recruitment and promotional procedures are devised, implemented and analysed systematically and transparently, with regard to the organisation's commitment to inclusion and diversity.
- > Employees can describe a comprehensive approach the organisation adopts to diversity management

5c

The organisation can define its approaches to supporting staff wellbeing.

- > Written and/or verbal evidence of strategies which support employee wellbeing, a range of possible options include family friendly policies, ergonomic assessments, employee assistance programmes, flexible working arrangements etc.
- > Employees can describe the organisation's approach to availability, email responses times etc
- > Employees confirm their understanding of the wellbeing strategies in place and the need for this in organisations



SECTION 5

HR Systems & Employee Wellbeing

The organisation plans and evaluates the development of its people in support of the achievement of its business goal

Criteria

Evidence Required

5d The organisation completes regular reviews and updates of its policies and practices.

- > The review process should consist of an examination of the organisation's policies, procedures and practices.
- > Written evidence of reviews having taken place and steps identified to address issues or concerns arising from the review.
- > Evidence of document control in place.

5e The organisation can show that the facilities it uses provide ease of access for employees, visitors and job applicants who have physical, intellectual and/or sensory disabilities.

- > Observed evidence of levels and types of accessibility and supports within organisations.

5f The organisation has a defined Corporate Social Responsibility Policy appropriate to the scale of the organisation

- > Evidence of a written Corporate Social Responsibility policy in place.
- > Employees can describe how they contribute to community activities and how the organisation supports them in doing so.

5g The organisation practices good data protection and data confidentiality measures.

- > Evidence of good systems and/or processes for storing human resource records with confidential treatment of these records.
- > Data protection roles identified and communicated.

5h Compensation and benefits benchmarking

- > Evidence that valid benchmarks of compensation and benefits packages against similar organisations are undertaken and internal practices are audit accordingly.

NSAI

1 Swift Square,
Northwood, Santry,
Dublin 9, Ireland

T +353 1 807 3800
E certification@nsai.ie