

Our objective

<p>"To become an Investor in People"</p> <ul style="list-style-type: none"> • Make a public commitment to develop all employees to achieve our business objectives • Regularly review the training and development needs of all employees • Take action to train and develop individuals on recruitment and throughout their employment • Evaluate the investment in training and development to assess achievement and improve future effectiveness.
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If we succeed, how will we differ?

To our shareholders	To our customers	To our staff	With our ability to innovate and grow
Reduced costs of training Reduced turnover of staff Absenteeism reduced Improved quality of recruitment Operating costs reduced Accident rates reduced Market share increased Progressive improvements to productivity	Improved quality More consistency New products or services created Customer satisfaction increased	Improved motivation and job satisfaction Greater self esteem Business aims understood Better human resource planning Training needs identified Accident rates reduced More responsibility and career opportunity Skills, qualifications and team relationships	More focus on business objectives More innovation New products or services Attitudes transformed Staff selection improved Communication improved Better human resource planning High potential staff identified Better job design
Financial perspective	Customer perspective	Internal perspective	Innovation and learning

What are the Critical Success Factors?

Written plan with business goals More skilful workforce More competent management Continuing commitment to developing people communicated to all employees	Business aims understood Competent management and workforce Staff able to show initiative and take decisions	Top level leadership Vision, mission, values statement Induction scheme Appraisal scheme Targets set for development actions Training contracts External standards, NVQs	Managers competent to develop people All employees aware of development opportunities Training and development needs reviewed against business objectives
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