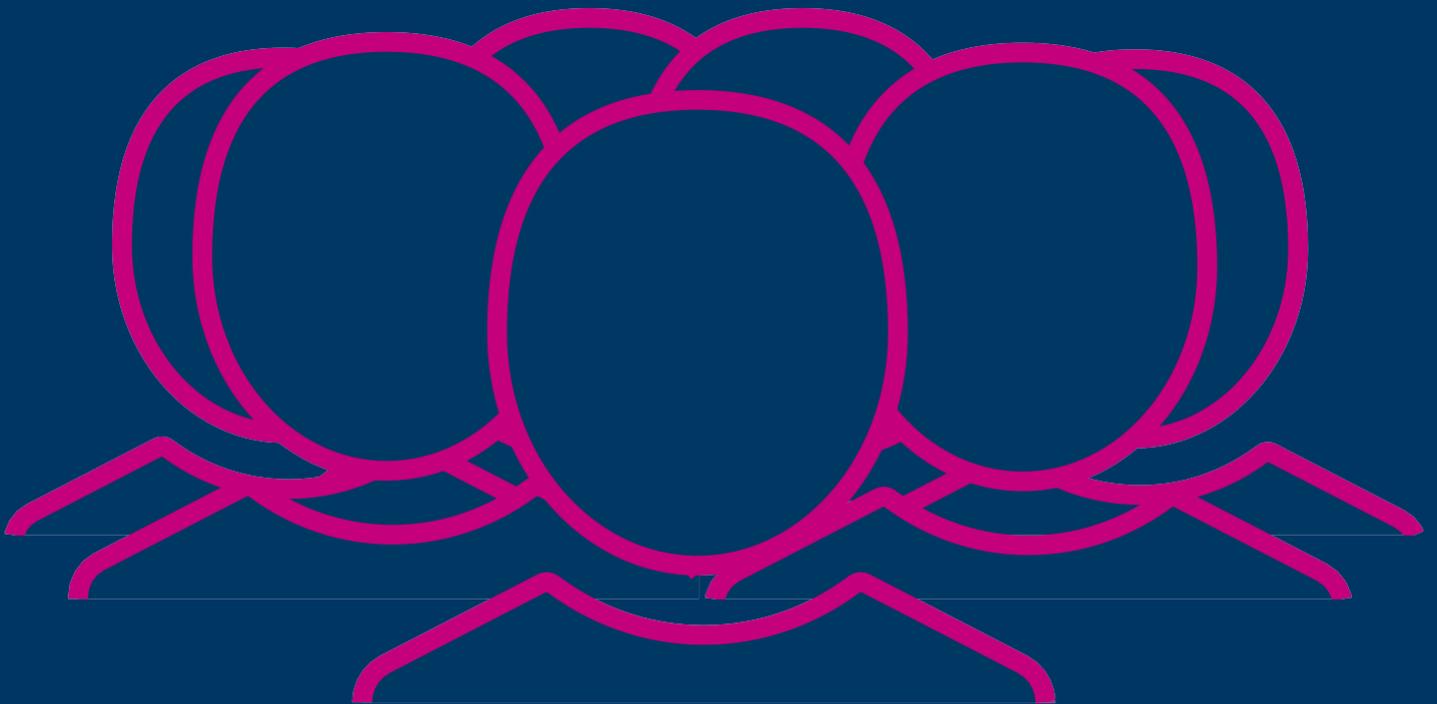


INVESTORS IN PEOPLE™

We invest in people



Feedback

Ruggles & Jeffery Ltd

Project number: CEN-19-01475
Practitioner: Dave Abdul
Date: 6th March 2020



Investors in People

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You did it!

INVESTORS IN PEOPLE™

We invest in people Standard

You're at the standard level of our We invest in people accreditation.

Detailed feedback and recommendations inside...

- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
06/03/2020	06/03/2021	06/03/2022	06/03/2023

At a glance

IIP accredited since 2004, the company goes from strength to strength with record turnover, succession planning, ISO 9001 and 140001, much improved staff retention and client retention, improved quantity and quality of training, improved performance management, training matrix, health and safety record.

The firm takes pride in having professional and nice people, new maximum ordering system and much more.

Founded in 1992, Ruggles and Jeffery Ltd is an established and independent Main and Principal Contractor specialising in designing and building fit-out and refurbishment projects for the commercial, public, health and education sectors.

The Reactive Maintenance & Care Helpdesk Services provide responsive round-the-clock support to valued clients across London, South East and Home Counties.

The planned growth and success over the years has been the result of their total commitment to customer service, providing innovative solutions to quality, time and budget.

Directly, they employ own staff at every level of the organisation. Their continuing recognition as an IIP organisation reflects the outstanding calibre of people they have in the business at every level and how they work together as a team with their clients and supply chain partners to deliver on their shared goals and objectives.

The organisation is recognised for the important role they undertake in the local community and they are proud of the real differences their efforts and contributions make.

Their core brand values of quality, innovation, trust, partnership, transparency and integrity that are integral to their service delivery have elevated their reputation with clients and placed them in exciting business environments for the future. Their continuing goal is to deliver sustainable profitable growth.

Clients include top FTSE 100 companies who are world-class leaders and their service delivery aligns with such organisation's' expectations. They shall continue to seek out opportunities to work with similar blue chip organisations that place value and loyalty on having Ruggles and Jeffery as strategic partners.

Through collaborative interpedently partnering approach, they shall retain their values clients and secure valuable new clients.

They shall closely analyse the commercial performance of each client account and step back from those that are unable to provide commercial profitable returns on their investment.

They shall continue to recognise their corporate and social responsibilities. They shall measure, control and improve upon environmental impacts and seek out better, smarter ways of working to meet responsibilities both locally and further afield.

Keeping control on costs, living a culture of 'right first time' and 'zero defects' at handover will underpin their service delivery and ensure real value for their clients.

What to be proud of

- Your people say teamwork and support is excellent, no barriers, no them and us, no blame culture
- Flexible and family friendly
- Delivering high performance site teams
- This is a great place to work
- Best teamwork and culture
- We sing from the same hymn sheet
- We feel appreciated and valued
- Your management team has grown, e.g. director and three contract managers
- We have a highly skilled and motivated workforce
- Our ambition is to get it right first time within budget
- We celebrated 25 years business in 2017.

What to work on

- Business plan review and update from 2015/2019
- Add customer service/retention to business activity and operation plan, e.g. retention, satisfaction, proposal, success, etc.
- Share operational plan with all staff, display in offices and on site materials/toolbox talks
- Continue with health and wellbeing offering to staff.

Congratulations on achieving We invest in people accreditation!

You care about your people, and we know you are ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

Our recommendations

We have considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

- Update 2019 plans and activities to 2024 -involve staff
- Include customer service as a business operation
- Create measures and metrics, e.g. reduce costs by X%, increase productivity by X%, increase margins by X%; waste recycling by 85% on plan is a good example
- Consider long service and attendance awards for staff
- Reinforce values, vision, plans through toolbox talks and meetings
- Investigate pressure points that are in stores, e.g. workload
- Seek at next IIP review to get a higher return from survey and higher scores
- Consider doing another survey at 12 or 24 month review
- Support subbies to maintain capability.

What's next?

When you have had a chance to read this report, we will explain your results in our **feedback meeting**.

WHO?

The meeting will include: Dave Abdul and Tony Hannon.

WHEN?

The feedback meeting is to be arranged.

WHERE?

We'll meet at **the client's offices**.

WHAT?

Together, we'll...

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan**, which we'll be able to review one and two years on.

To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years later.

Don't forget to celebrate!

Let your people know who how you did. **Reward them** for their hard work and **include them** in the journey you're on.

Assessment results

Your results by indicator

Aim to get above average IIP results in three years' time.

INDICATOR	THEME	DEVELOPED
LEADING AND INSPIRING PEOPLE	Creating transparency and trust	✓
	Motivating people to deliver the organisations objectives	✓
	Developing leadership capability	✓
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values	✓
	Adopting the values	✓
	Living the values	✓
EMPOWERING AND INVOLVING PEOPLE	Empowering people	✓
	Participating and collaborating	✓
	Making decisions	✓
MANAGING PERFORMANCE	Setting objectives	✓
	Encouraging high performance	✓
	Measuring and assessing performance	✓
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward	✓
	Adopting a culture of recognition	✓
	Recognising and rewarding people	✓
STRUCTURING WORK	Designing roles	✓
	Creating autonomy in roles	✓
	Enabling collaborative working	✓
BUILDING CAPABILITY	Understanding peoples' potential	✓
	Supporting learning and development	✓
	Deploying the right people at the right time	✓
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources	✓
	Creating a culture of continuous improvements	✓
	Encouraging innovation	✓
CREATING SUSTAINABLE SUCCESS	Focusing on the future	✓
	Embracing change	✓
	Understanding the external context	✓

Survey highlights

Turn survey results green for all indicators if possible. -A challenge.

Your overall survey score

Benchmark



- ORGANISATION'S IIP BENCHMARK
• **682**
- AVERAGE IIP BENCHMARK *
• **724**
- AVERAGE INDUSTRY BENCHMARK
• **725**
Showing results for Construction

* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

Who took the survey?

Survey Response Rate

Overview

TOTAL RESPONSES

30 responses out of 43 (70%)



RESPONSE METHOD

Email link: 29 responses out of 30

Open access: 1 responses out of 30

Your survey results by indicator

Improve scores, go from red to green on averages by indicator.

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1 Leading and inspiring people	25.8%	36.7%	8.3%	7.5%	7.5%	11.7%	2.5%	5.2	-0.4
INDICATOR 2 Living the organisation's values and behaviours	33.3%	35.3%	12.0%	11.3%	2.7%	3.3%	2.0%	5.7	-0.2
INDICATOR 3 Empowering and involving people	38.3%	29.2%	11.7%	7.5%	5.8%	5.0%	2.5%	5.6	-0.2
INDICATOR 4 Managing performance	21.7%	36.7%	5.8%	22.5%	5.0%	6.7%	1.7%	5.2	-0.5
INDICATOR 5 Recognising and rewarding high performance	20.0%	30.0%	15.0%	12.5%	7.5%	9.2%	5.8%	4.9	-0.2
INDICATOR 6 Structuring work	32.5%	30.8%	13.3%	13.3%	3.3%	5.8%	0.8%	5.6	-0.3
INDICATOR 7 Building capability	18.0%	30.7%	16.0%	16.7%	8.7%	8.0%	2.0%	5	-0.5
INDICATOR 8 Delivering continuous improvement	16.7%	39.2%	21.7%	13.3%	2.5%	4.2%	2.5%	5.3	-0.3
INDICATOR 9 Creating sustainable success	20.8%	35.0%	11.7%	20.0%	5.0%	6.7%	0.8%	5.2	-0.5

What your people told us

Leading

“The culture here is very progressive and supportive, lots of fun and laughter as well as professionalism.”

Ruggles and Jeffery Mission Statement:

Everything that we are and everything that we shall do be encompassed within the spirit of retaining customers for life. No single thing that we do is so urgent or important that we cannot take a moment to consider health and safety and the environment.

LEADING AND INSPIRING PEOPLE

I found the following evidence to support indicators 1, 2 and 3:

- Board meeting monthly
- Interviews and induction -values of the organisation described
- Charter for managers in front of staff handbook describing what behaviours can be expected
- Job descriptions, reviews and job chats
- Managing by walking around, looking for good practice to praise and encourage
- Open door policy, encouraging people to discuss issues and concerns
- Team meetings -sharing information
- Memos and safety bulletins
- Active listening skills
- Sharing business plans and objectives
- Monitoring and responding to individual and team performance
- Reviews and job chats
- Following through quickly when performance slides. Refocusing individuals and the team on what is required
- Don't save up concerns or issues for reviews -deal with them now
- Ad hoc awards and gifts
- Celebrate success and milestones
- Personal development salary merit rises
- Complete site audits and feedback straight away to the site team
- Involve people in decision making
- Share praise received from clients
- Departmental meetings
- Leaders leading by examples, e.g. values, setting objectives
- Leaders and managers respecting colleagues
- Supportive mentoring and feedback
- Praise and recognition building and shaping confidence
- Encouraging individuals to challenge behaviour and performance
- Internal and external training
- Demonstrate enthusiasm that becomes infectious
- Managers to encourage a climate of openness and trust

- Sharing experiences and learning with each other
- Encourage and value personal feedback
- Encourage active listening skills

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

- 'Living' the charter for managers approach to leading people
- Attending and contributing to meetings such as CM meetings, toolbox talks, job chats and reviews
- Constantly review the resource requirements as the business grow and changes and allocate accordingly
- Respecting the safe working environment whether it be the office or site
- Leaders encourage managers to challenge poor behaviours and performance. Coach and mentor the skills on a to one level to support the manager
- Leaders to encourage managers to follow through on objectives or need for performance/behaviour change
- Leading by example and treating others as you would want to be led
- Cascade positive feedback throughout the team, especially feedback from clients
- Implementing the charter for manager philosophy
- Personal reviews
- Rewarding and recognising staff and their contributions
- Encourage, challenge, help and support individuals and team to improve performance
- Flexible approach to supporting others
- Encouraging staff to involve themselves in cross department activities volunteering for their chosen local charity -Essex Wildlife Trust and earning holiday credits

EMPOWERING AND INVOLVING PEOPLE

- People are involved in decision making, e.g. costs, project reviews
- People are encouraged to make considerate decisions appropriate to their level in the organisation, e.g. safety on site
- Genuine no blame culture in the organisation
- When decisions are made by people, this is praised and encouraged. When the consequences of those decisions are unintended then the individual is applauded for making the decision and learning takes place as to how and why the unintended consequences came about
- Introduction of working committees involving all levels of the organisation
- Every is involved in the business planning process
- Working together as a team sharing ideas and skills, e.g. contract management
- Various committee meetings involving staff at all levels, e.g. safety
- Staff involved in workshops such as mental health awareness training
- The vision is translated by management into clear objectives for staff
- Management will encourage cross team working
- Management will encourage continual performance improvement
- Management will ensure, monitor and share performance with staff
- Encourage staff at all levels to consider whether changes to initial plans are appropriate. Encourage them to have the confidence to find and work a better way if possible
- Management are not the font of all knowledge and encourage others to contribute ideas and decisions
- At director level, regular strategy meetings are held and fact-based decisions are implemented.

Supporting

“This is a listening and learning organisation where skills development is a priority and training matrix for all is maintained.”

I found the following evidence to support indicators 4, 5 and 6.

MANAGING PERFORMANCE

- Golden thread between business, team and individual objectives
- Setting clear objectives
- Praise, encouragement and recognition
- Active listening skills to respond positively to new ideas
- Consistent feedback a strength
- Preparedness to challenge
- Management to ensure that working environment and resources facilitate maximum performance
- Ad hoc rewards
- Site managers managing by walking around
- Site/audits/inspections
- Client feedback
- Reviews and job chats
- External third part audits and assessments, ISO, IIP, CITB
- Regular feedback to managers on financial performance, commercial awareness.

RECOGNISING AND REWARDING HIGH PERFORMANCE

- ‘Thank you’ and ‘well done’ in common usage and sincere
- Positive feedback, recognition and appreciation
- Encourage staff to understand that they can progress throughout the organisation and will be encouraged to achieve their full potential
- Staff encouraged to take ownership of their personal development plans
- Organisation to ensure that training opportunities are supported
- Ad hoc and capricious rewards encouraged, team meals, family days
- Sharing positive internal and external feedback and recognition.

STRUCTURING WORK

- Clearly defined organisation structure which is regularly reviewed by leadership team
- Job descriptions
- Encouraging ownership and decision making, upskilling
- Providing resources and tools to achieve goals
- Meetings
- Toolbox talks
- Encourage cross team working
- Encourage sharing of skills/learning
- Teamwork
- Interdependent approach to team work
- Open door policy.

Improving

“The way they self-evaluate is impressive, responding rapidly to issues, solving problems and overcoming challenges, case studies and testimonials are produced by the firm.”

I found the following evidence to support indicators 7, 8 and 9:

BUILDING CAPABILITY

- Discussing personal development plans
- Completing skills gap analysis
- Effectively managing a training matrix
- Encouraging people to achieve their full potential
- Training on the job
- Mentoring
- Internal and external training courses
- Evaluate effectiveness of that training
- Encourage improved performance and personal development
- Evaluate improvement in performance post training via discussion and observations of performance in the role
- Good understanding of individual capabilities
- Ensure that they don't over expose individuals which could lead to a fall in confidence
- At the same time, they need to encourage people to 'stretch' and develop.

DELIVERING CONTINUOUS IMPROVEMENT

- Training courses
- Reviews and new objective setting to seek continuous improvement
- Third part audit feedback
- Sharing ideas, e.g. agile working
- Benchmarking against competitors
- Empower employees to make decisions
- Creating an environment within which people feel safe to contribute ideas and feedback
- Praise innovation when it happens, e.g. new ordering, customer desk
- Be prepared to ask clients where they might see potential for the firm to improve.

CREATING SUSTAINABLE SUCCESS

- Clear understanding for the need for sensible sustainable growth with a clear vision that minimises risk
- Clear business plan shared with all
- Long term job security for all
- Reinvesting profits in the business
- Continuing to live the well embedded values that have served them well thus far: quality, safety, integrity, transparency and maintain an excellent team and supply chain
- Continue to explore opportunities to bring on board mutually beneficial new clients
- External accreditations: BS EN ISO 9001, BS EN ISO 14001:2015, Chas, SAFE contractor, Construction online, Euro safe CDM
- Monitoring and anticipating change ahead of curve, e.g. BREXIT
- Listening and responding to changing client requirements
- Listening and responding to changing personal requirements
- Adapting to changes in regulations

- Regularly review the organisation's' PESTLE analysis
- Remain flexible to respond to changes in regulations and expectations.

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Want to get in touch?

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