

**Information Pack  
for Investors in People Practitioners**



**INVESTORS IN  
PEOPLE UK**

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## 1. Introduction

This information pack aims to provide guidance and information to people considering becoming registered as a Specialist Investors in People Practitioner [Assessor and/or Adviser]. It tries to consider most of the situations from which people might be approaching the decision and to present options where they exist.

Should you have further queries, please refer to your local Investors in People Quality Centre. This contact information is contained in appendix iii, page 15 of this pack.

## 2. The network structure

### 1. Investors in People Quality Centres

There are thirteen Quality Centres (QCs) in the UK. Their role is to deliver Investors in People assessment and advisory services to all organisations at the request of the organisation itself or intermediary brokerage agencies.

QCs are also responsible for the development and quality assurance of Investors in People Practitioners. In the main this responsibility is for Practitioners who are 'registered' and delivering advice and assessment to customers of the Standard; QCs are also involved in the selection and development of individuals wishing to train as Practitioners.

The aim of this structure is to provide a clear approach for customers and for those operating in delivery roles within the framework. As custodians of the Standard Investors in People UK is committed to providing clarity and a high quality service to customers. In order to achieve these goals, we have established clear working arrangements between the Learning and Skills Council (LSC) and the QCs at national and local levels.

One of the vital elements in achieving consistency is the performance of Investors in People Practitioners. The sections which follow explain the roles, responsibilities and the development route for Specialist Practitioners.

## 3. The roles of Investors in People Practitioners

Investors in People Specialist Practitioners are those people who either advise or assess organisations on the National Investors in People Standard. Approximately 1350 Practitioners are currently registered (at 1 May 2006). The role and responsibilities are described in the Investors in People Standard Policy and Practice Guide for Specialist Advisers and Assessors, copies of which can be obtained from TSO publishers via their website: [www.tso.co.uk](http://www.tso.co.uk) or the Order line 0870 850 4477.

### Adviser responsibilities:

- To raise awareness of the benefits of implementing the Investors in People Standard and Profile amongst organisations of all types and sizes, gaining their commitment to work towards recognition
- To provide diagnostic support for organisations; to offer advice about the practices and processes and cost-effective solutions that can be achieved in order to gain the maximum benefit from the Standard
- To work with the Assessor to help customers plan their assessments and reviews, so that objectives are identified and met
- To work with organisations at the post-recognition stage, providing advice and guidance in line with the Assessor's feedback

- To advise organisations on continuous improvement activities and other options available (for example the Investors in People Profile and Internal Review) following feedback from assessment or review, so they continue to gain benefit from using the Standard
- Where a recognised organisation no longer meets the Standard, to work with the customer to develop and help implement an effective action plan to return the organisation to the Standard.

**Assessor responsibilities:**

- To work with organisations to plan their assessment or review together with the Specialist Adviser (where appropriate), so that objectives can be identified and met
- To assess or review organisations in a manner consistent with the shared Practitioner values and make judgements on whether they meet the Standard
- To work alongside the Specialist Adviser (where appropriate) to give feedback to organisations on whether they meet the Standard and to add value by suggesting improvements and options (such as the Investors in People Profile and Internal Review) for continuous development, so they continue to gain from using the Standard
- To work with Recognition Panel Members to help them understand how an organisation meets the Standard and encourage Panel Members to provide additional feedback, so that the benefits of peer recognition can be bestowed
- Where recognised organisations no longer meet the Standard, to work with the customer, Specialist Adviser (where appropriate) and Recognition Panel Members to ensure an effective action plan is developed to return the organisation to the Standard.

The Investors in People Practitioner Values underpin all the activities and performance of Practitioners. These are:

- Credibility - we must be credible with our clients
- Consistency - we must be consistent in our approach to clients and our interpretation of the Standard
- Client focused - we must focus on the needs of clients and add and create value to their organisation
- Continuous development - we must always seek to continuously develop ourselves and clients.

The dividing line between the two roles has become less distinct as delivery of the Standard has evolved and Practitioners are more often required to deploy the skills of both roles. For instance:

The assessment 'experience' is entirely customer-focused and the assessor must not be seen as an auditor who is trying to catch the customer out or find fault. Their planning and execution of the assessment must take into account the objectives and constraints of the customer. The experience must be a positive one for the customer, leaving them clear as to their strengths, development areas and how these might be addressed. Feedback is normally immediate and face to face and reports must be customer focused. This means that, within a broad range of skills and competencies, Assessors need to have an appreciation of organisations, use consultancy skills and be effective communicators.

Specialist Advisers need to be in tune with the activities and expectations of Assessors. Organisations are often electing to go forward for assessment much earlier now that assessment is a continuous process and so detailed diagnoses, pre-assessments and the like no longer take place as a matter of course. Advisers are still called upon, however, to give organisations an indication of their current position against the Standard, to recommend appropriate assessment strategies and to promote the benefits of external

assessment to decision makers. This demands a detailed knowledge and understanding of current assessment practices, a consistent interpretation of satisfactory performance - similar knowledge and skills as the Assessor in fact.

Whilst we are not advocating that all Assessors should be Advisers and vice versa, we are applying a common set of core competencies, knowledge, and understanding and skill requirements to all Specialist Practitioners. These are reflected at the point at which individuals are selected for development, during their development, at the final registration stage and during their period of registration.

Practitioners may be employed or contracted by a QC. Those who are both Advisers and Assessors may be employed or contracted by a QC for assessment work and by a Skills Brokerage Agency for advisory work.

Whilst this pack takes the most common scenarios into account, there may be areas which have not been taken account of; QCs can provide detailed clarification or further information upon request please see appendix iii, page 15 for contact details.

#### **4. Investors in People Practitioner Competencies, Knowledge and Skills**

There are a number of 'core competencies' which are important and relevant to Practitioners operating in both roles and in all customer situations. These form the basis of our definition of a 'competent Practitioner'. They are:

- Client Focus
- Communication
- Credibility/Influencing
- Managing Relationships
- Planning
- Critical Reasoning
- Drive

A full definition of these can be found at appendix I, page 10.

Underpinning the competencies is a range of knowledge, skills and experience enabling Practitioners to use their competencies effectively in an Investors in People context. These are:

Required knowledge and understanding:

- In depth knowledge of the Investors in People Standard and the processes of assessment and recognition
- Understanding of the roles of all those involved in the assessment and recognition processes, i.e., Assessor, Adviser, Quality Manager, Panel, Business Link, Local LSCs, QCs, and Investors in People UK
- Appreciation of other recognised quality standards and their relation to the Investors in People Standard, i.e., EFQM/Business Excellence and ISO9000
- The business benefits of working towards and achieving the Investors in People Standard
- Understanding of different business sectors and where to find this information
- Links between business objectives, human resource management and organisation structure and culture
- An understanding of local government targets and funding available to support an organisation's achievement of the Investors in People Standard

- Awareness of up to date tools, products and approaches being promoted by Investors in People UK, together with current affairs and statistics relating to the Standard
- Understanding of the principles of effective training and development.

Required skills:

- Analytical - does not take things at face value. Is inquisitive to find out how things happen and work and uses appropriate data to obtain objective and factual information
- Making judgements - uses data and fact, rather than personal opinion when arriving at conclusions. Judgements are accurate and based on analysis undertaken
- Presentation and report writing - can articulate in both written and verbal formats in an appropriate way to meet client expectations. Written reports are client focused, clear, concise and professional
- Interviewing - puts people at ease; uses a variety of questioning techniques to probe and draw out both qualitative and quantitative information; is seen as inquisitive, yet not intrusive; recognises and uses body language effectively; listens and responds effectively, checking understanding where appropriate
- Process consultancy - creates a climate where people think through situations and arrive at their own conclusions through effective facilitation and coaching; elicits responses and decision making, whilst ensuring the client retains ownership for the process
- Facilitation - can work effectively with groups at all levels, encouraging participation in analytical and problem solving activities; uses a variety of tools and techniques that will encourage involvement, problem analysis and consensus building; uses appropriate personal input to stimulate thinking and overcome resistance without giving all the answers
- Project management - provides assessment or advice with the aim of supporting the client organisation in its achievement of the Standard.

Additionally, Practitioners should have an understanding of the following subject areas:

- Training and development
- Change management
- Consultancy
- Human resource development
- Line management
- Links between business objectives and human resource development
- Organisational development
- Organisational structure and culture

## 5. What opportunities are available?

For details please see the '[Practitioners in Practice](#)' PDF which can be viewed and/or downloaded from this website.

## 6. The development framework for Practitioners

In creating a 'framework' for the development of Practitioners, there are four key objectives:

- To raise the national standard of performance and consistency amongst Investors in People Practitioners
- To link the framework to quality assurance activities of other partners
- To ensure it has value to Practitioners themselves
- To ensure its outcomes have a positive impact on our customers and take up of the Standard.

### Stage 1: Interview and Development Centre

Selection of new Practitioners who advance beyond the application process takes the form of an interview and, if successful at the interview, a Development Centre which focuses on the core competencies - not on prior knowledge or experience of Investors in People. Development Centres are managed by Quality Centres and run according to demand around the country. They are single day events and cost £595 + VAT per participant (at 1 May 2006).

The outcomes of the Development Centre include developmental recommendations in relation to the Practitioner competencies. If the candidate has substantial development needs, a recommendation against pursuing Practitioner training might be made. However, the decision to continue would be for the employing/sponsoring organisation in conjunction with the candidate.

### Stage 2: Development Planning

Development as an Investors in People Practitioner builds upon core competence and focuses on the particular knowledge, skills and experience a Practitioner is required to demonstrate at registration interview. Their personal development plan (PDP) will:

- Be unique to them and will take into account their previous and current activities/experience/training
- Involve and be agreed by the Practitioner themselves, their line manager (or equivalent person who manages their work, if appropriate) and their appointed Practitioner Developer or coach.

As each trainee Practitioner's PDP is different, it is not possible to give a set 'price' for training. The development activities may be drawn from a menu of Investors in People UK approved development options and the cost is indicated at the planning meeting. Associated with this is experiential learning, including shadowing and working with experienced Practitioners.

The plan reflects the role(s) (Assessor or Adviser) that the individual wishes to pursue. Please note that Assessor training may only be 'sponsored' by a QC, as only they can provide assessment experience opportunities.

### Stage 3: Initial Training

The majority of trainees complete their agreed development activities and reach a point where they can confidently go on to registration within a period of twelve months. Special arrangements will be made where extenuating circumstances prevail.

During this period, each trainee is allocated a Practitioner Developer or coach from the QC or his or her own organisation, whichever is most appropriate. In all cases, the QC Practitioner Developer retains an oversight. Their role is to:

- Monitor the development taking place and ensure that it is as intended
- Guide and coach the trainee through each of their new Practitioner experiences
- Supervise key activities so that neither the trainee nor the customer is exposed
- Agree amendments to plans as necessary
- Provide ongoing assessment and feedback on the trainee's performance and continuous improvement
- Provide a report to the registration panel at the end of the training period.

### Stage 4: Registration

The term registration describes the 'event' at which a Practitioner's technical competence in the Investors in People context is confirmed. Practitioners should come forward for registration when their Practitioner Developer confirms their readiness.

Registration will comprise:

- A knowledge test
- A self-assessment report
- Coach/Practitioner Developer's report
- Feedback from customers and colleagues
- A competence based interview, testing range of experience, issues arising out of the knowledge test and understanding of experiences not covered during initial training. It involves a nominated QC Quality manager and a panel member independent of the QC, e.g. a Recognition Panel Member/employer representative or a Quality Manager from another part of the UK.

### Stage 5: Post Registration

If successful at the registration event, Practitioners are deemed to be competent to practice either as an Assessor or an Adviser or both and they are placed on the National Register of Practitioners via their local Quality Centre. The annual cost of this is £325 for one or both roles (at 1 May 2006).

Practitioners are required to sign a Practitioner Agreement, undertaking to operate by a number of requirements (see appendix ii, page 11).

In the event that registration is unsuccessful, the QC will advise the Trainee Practitioner of suggested development actions and the associated cost.

## **7. Register requirements and review processes**

Business Advisers will be required to be assessed against the 'Business Support as a Profession Core Standards for Advisers'; a detailed breakdown of the Standards can be viewed at the SFEDI website: [www.sfedi.co.uk](http://www.sfedi.co.uk). Further details will be published on this site in due course.

## **8. New Entrants - how to get started**

There are many different situations from which to approach registration. For details of how to get started, please see the 'Practitioners in Practice' PDF which is available to be viewed and downloaded from this website.

## **9. Commitments of registering as a Practitioner**

Being registered as an Investors in People Specialist Practitioner is demanding both on and off-the-job. Practitioners sign up to:

- A code of conduct, which is made known to our customers
- An annual registration fee of £325 (at 1 May 2006)
- Being observed at least once during the year, receiving feedback and responding to this
- Carrying out a volume of activity in any year that is sufficient to ensure knowledge, skills and competence are current and up to the required standard
- Seeking and presenting feedback from customers, Practitioner's manager and others who can usefully comment on their performance
- Participating in the development activities of the Quality Centre where the Practitioner is registered
- Undertaking continuous professional development which has been planned, and the results of which are evident
- Undertaking development activities specifically around role of Practitioner and attending events hosted by a QC
- Being reviewed biennially against the competencies and the underpinning knowledge, skills etc as outlined (see section 4, page 5).

## **10. Benefits of registration**

- A more professional standing and recognition from other bodies
- Support and active performance management
- Ongoing feedback, guidance and development
- Quality endorsement - credentials which can be used in business
- Provision of information from Investors in People UK  
Details appear on the National Practitioner Register on the Investors in People UK web site.

## Appendix i

### Practitioner Competencies

#### Client focus

- Appreciates how an organisation operates in different client sectors
- Tailors approach to align with the client's goals and circumstances
- Respects the client's need for information, commitment and confidentiality
- Is fully aware of the impact of change on an organisation

#### Credibility/influencing

- Gains respect by operating in a professional and credible manner
- Engenders co-operation by considering the perspective of others
- Handles disagreements or resistance constructively and fairly
- Is confident about own knowledge and ability

#### Critical reasoning

- Thinks strategically, takes a holistic view of the way forward
- Seeks the right information to analyse a situation and draw sound conclusions
- Generates justifiable alternatives to solve a problem or reach an outcome
- Applies knowledge/experience effectively, yet is open to exploring new ideas

#### Communication

- Has a written style that is clear and has impact
- Delivers thoughts in straightforward terms, but maintains listener interest
- Listens and responds effectively, checks understanding
- Has a rigorous but impartial questioning style

#### Planning

- Effectively links objectives and actions to an overall strategy
- Prioritises and schedules to ensure optimum use of time and resource
- Is sufficiently organised and flexible to switch between several ongoing tasks
- Recognises when plans need to be adapted and acts accordingly

#### Managing relationships

- Adapts personal style to empathise with a whole range of people
- Builds and maintains rapport over sustained periods
- Invites a two-way exchange of information and feedback with others
- Is well received as a team member and as the leader of a team

#### Drive

- Strives to add value by achieving results in the best way
- Develops self to improve performance
- Remains positive and maintains effort despite setbacks, changes or ambiguities
- Can achieve results through the guided actions of others

**Practitioner Agreement**

**INVESTORS IN PEOPLE SPECIALIST ADVISER/ASSESSOR\*  
AGREEMENT**

1. I understand that this Agreement is required from me to be a registered Investors in People Adviser/Assessor\*. It confirms that I agree to continue to meet the national requirements of registration of Investors in People UK (Company Number: 02860079 "Investors in People UK") as set out in the Criteria for Continuing Registration and the Code of Conduct. As such, I am eligible to appear on the National Practitioner Register, which is managed locally by the Quality Centre and nationally by Investors in People UK, as a specialist.
2. I confirm that I have seen and fully understood and agree to comply with the following documents (as amended from time to time):-
  - a) the Criteria for Continuing Registration;
  - b) the Code of Conduct for Investors in People Advisers/Assessor\*s ("Code of Conduct"); and
  - c) guidance detailed in the Investors in People Standard Policy and Practice Guide for Specialist Advisers and Assessors and on the Investors in People UK website.
3. I give my consent to the information provided on this Agreement and emerging from the quality assurance process, which is conducted by Investors in People UK or the Quality Centre during the term of my registration as an Investors in People Adviser/Assessor\*, being kept on computer databases on a regional and national basis. I understand that this information, together with feedback on my performance may be shared with Investors in People UK and its quality assurance staff, other Investors in People Quality Centres and their staff and people approved (by my Quality Centre) to act as my Performance Manager as appropriate to ensure a national approach to the performance management of Investors in People Advisers/Assessors\*.

I understand that my personal data will be stored throughout the duration of my registration. Post deregistration, all data will be destroyed within a period of 6 months.
4. I undertake to co-operate in and encourage the collection of feedback on my performance as an Investors in People Adviser/Assessor\*, from organisations to which I provide my services as an Investors in People Adviser/Assessor\* ("Clients" and "Client" shall be construed accordingly) in accordance with arrangements specified from time to time by the Quality Centre.
5. If I am a Specialist Adviser, I have the option to nominate a Performance Manager who, subject to meeting certain conditions, will be approved to carry out performance management activities as outlined in the conditions of registration and on the Investors in People UK web site. Should no such person be available, my performance management will continue to be carried out by my Quality Centre. I agree to co-operate with whichever arrangement applies.

6. I undertake to pay such registration and annual renewal fees charged by the Quality Centre, within such time periods as are notified to me in writing from time to time by the Quality Centre.
7. I consent to be observed in my role as an Investors in People Adviser/Assessor\* as set out in the Code of Conduct and other standards as may from time to time be published by Investors in People UK. I also agree to undertake such personal development and continuous professional development activities as are specified or recommended by the Quality Centre, during the term of my registration as an Investors in People Adviser/Assessor\* or, self-development that I believe will be beneficial. These include those deemed to be mandatory for Specialist Advisers/Assessor\*s by Investors in People UK.
8. I acknowledge and agree that my registration as an Investors in People Adviser/Assessor\* may be withdrawn by Investors in People UK or the Quality Centre:
  - a) by giving to me ninety (90) days written notice at any time; or
  - b) immediately if (in Investors in People UK's or the Quality Centre's sole opinion):
    - (i) I commit a material breach of this Agreement or any of the documents referred to in this Agreement (including, but not limited to, failure to pay any sums due to the Quality Centre pursuant to this Agreement);
    - (ii) My performance of my role as an Investors in People Adviser/Assessor\* falls beneath benchmark in any of the core competency areas and I have been unable/unwilling to improve my performance in those areas; or
    - (iii) I am guilty of serious or gross misconduct. For the purposes of this clause "gross misconduct" shall mean any breach of this Agreement which is so onerous as to break the trust between the Quality Centre and the Investors in People Adviser/Assessor\* (including, but not limited to, any act or omission which brings the Investors in People Standard into disrepute) and "serious misconduct" shall mean any breach of this Agreement which may seriously threaten the trust that exists between the Quality Centre and the Investors in People Adviser/Assessor\*; or
    - (iv) My activity in the field of Investors in People is insufficient to satisfy the requirements of registration; or
    - (v) I have been unable to satisfactorily address the development recommendations made by my Quality Centre and do not, therefore, meet the requirements of registration; or
    - (vi) I am in any other way not meeting the requirements of registration as detailed in the Code of Conduct and the Criteria for Continuing Registration (as appropriate).
9. I agree and acknowledge that if my registration as an Investors in People Adviser/Assessor\* is withdrawn:
  - a) a copy of the notice of de-registration will be passed by the Quality Centre to other Quality Centres and delivery partners (as appropriate) and to Investors in People UK; and
  - b) provided that the procedure notified to me from time to time by the Quality Centre is complied with, I shall have no claim against the Quality Centre or Investors in People UK in respect of such de-registration and shall cease to refer to myself as an "Investors in

People Adviser/Assessor\*\* or to imply any association with the Quality Centre, the National Practitioner Register or Investors in People UK (as appropriate).

10. I agree that if my registration as an Investors in People Adviser/Assessor\* is withdrawn I shall immediately:
  - a) return to the Quality Centre all information relating to Clients or Clients' business which is marked as confidential or which I would reasonably expect or which the Quality Centre reasonably considers to be confidential except any information which:
    - (i) is in or comes into the public domain other than by a breach of confidence by me to any Client or, which I can prove I already possessed before obtaining it from the Client; and
    - (ii) I did not obtain from third parties which to my knowledge had an obligation of confidence to any Client in respect of it;
  - b) return to the Quality Centre any property owned by the Quality Centre or any Client; and
  - c) if de-registration occurs before termination of an assignment provide such information to the Quality Centre in relation to such Assignment as the Quality Centre shall request in writing.
11. I confirm that I have professional indemnity insurance cover of at least £250,000 and enclose proof of cover for the role(s) for which I am registered, with this signed agreement. I also agree to maintain this cover and submit proof of renewal annually within 7 days of issue.
12. I acknowledge and agree that my registration does not guarantee work as an Investors in People Specialist Adviser/Assessor\*.
13. I acknowledge and agree that nothing in this Agreement shall:
  - a) be construed or have effect as constituting any relationship of employer or employee between myself and either Investors in People UK or the Quality Centre;
  - b) constitute me acting as an agent of Investors in People UK or the Quality Centre. I acknowledge that I shall not have any power whatsoever to contract on behalf of Investors in People UK or the Quality Centre or bind it in any way in relation to third parties unless specifically authorised to do so and I agree not to hold myself out as an agent of Investors in People UK or the Quality Centre; and
  - c) constitute a partnership or joint venture between myself and Investors in People UK or the Quality Centre.
14. I acknowledge that Investors in People UK is the sole owner of any copyright and other intellectual property rights of whatever nature in the Investors in People Standard, any models of good practice and processes published by Investors in People UK from time to time, and all logos and other marks used in connection with the Standard or associated products (including, but not limited to, the Investors in People UK website). I undertake that I will not use, refer to or reproduce in any way such copyright, intellectual property rights, logos and other marks without obtaining written permission in advance from Investors in People UK.
15. I agree that if any provision of this Agreement is held by a competent authority to be invalid or unenforceable in whole or in part, the validity of the remainder of the provision in question and the remaining provisions shall not be affected.

16. I acknowledge that any reference in this Agreement or any documents referred to in this Agreement as "writing" or "written" shall include communication by e-mail.
17. I acknowledge and agree that that this Agreement confers rights to and shall be enforceable by both the Quality Centre and Investors in People UK.
18. I acknowledge and agree that this Agreement shall be governed and construed in accordance with the laws of England, Scotland, Wales and Northern Ireland and the parties hereto agree to submit to the exclusive jurisdiction of the English, Scottish, Welsh or Northern Irish Courts (as appropriate) in relation to any matter or dispute arising out of or in connection with this Agreement.
19. I agree that where as part of my role as an Investors in People Adviser/Assessor\*, I process personal data on behalf of Investors in People UK, I shall carry out such processing as a data processor.
20. I agree that I will observe all my obligations under the Data Protection Act 1998, Directive 95/46/EC of the European Parliament and any legislation and/or regulations implementing them or made in pursuance of them.
21. In particular, I will
- act only on instructions from Investors in People UK and/or the Quality Centre as joint data controllers;
  - comply with Investor in People UK's and/or the Quality Centre's instructions in relation to the processing of personal data as such instructions are given and varied from time to time by Investors in People UK and/or the Quality Centres;
  - implement appropriate technical and organisational measures to protect personal data against accidental or unlawful destruction or accidental loss, alteration, unauthorised disclosure or access, so as to allow Investors in People UK and/or the Quality Centre to comply with the seventh data protection principle; and
  - promptly refer to Investors in People UK any requests, notices or other communication from data subjects, the Information Commissioner or any other law enforcement authority, for Investors in People UK to resolve; and
  - provide such information to Investors in People UK or the Quality Centre as they reasonably require, and within the timescales specified, to allow Investors in People UK and/or the Quality Centre to comply with the rights of data subjects, including subject access rights, or with notices served by the Information Commissioner.

For the purposes of these clauses "data controller", "data subject", "personal data", "data processor" and "processing" shall have the meanings ascribed to them in the Data Protection Act 1998.

## Appendix iii

### Where to go for more information

Investors in People UK website: [www.investorsinpeople.co.uk](http://www.investorsinpeople.co.uk)

The Department for Education and Skills: [www.dfes.gov.uk](http://www.dfes.gov.uk)

### Investors in People Quality Centres

#### Assessment North East

Suites B & G, Business & Innovation Centre  
Sunderland Enterprise Park  
Riverside  
Sunderland SR5 2TA  
Tel: 0191 516 6464 Fax: 0191 516 6470  
[www.aneltd.co.uk](http://www.aneltd.co.uk)

#### Capital Quality Ltd

Coin House  
5<sup>th</sup> Floor  
2 Gees Court  
London W1U 1JA  
Tel: 020 7016 1900 Fax: 020 7016 1999  
[www.cqgroup.co.uk](http://www.cqgroup.co.uk)

#### Centre for Assessment and Recognition (NW) Ltd

Ground Floor Offices, Unit B  
Sovereign Business Park  
Kingscroft Court  
Wigan  
WN1 3AP  
Tel: 01942 610 070 Fax: 01942 244 052  
[www.carnw.co.uk](http://www.carnw.co.uk)

#### Wales Investors in People Quality Centre

Parc Menai  
Llys Britannia  
Bangor  
Gwynedd  
North Wales LL57 4BW  
Tel: 01745 538 655 Fax: 01248 670 889  
[www.wales.gov.uk](http://www.wales.gov.uk)

**Investors in People Corporate Solutions** (England 1000+ size organisations)

Second Floor  
Vandervell House  
Vanwall Business Park  
Maidenhead  
Berkshire  
SL6 4BU  
Tel: 0800 328 9706  
<http://www.e-penna.com/iipcs/>

**Investors in People Scotland**

Level 5  
Orchard Brae House  
30 Queensferry Road  
Edinburgh EH4 2HS  
Tel: 0131 625 0155 Fax: 0131 625 0144  
[www.iipscotland.co.uk](http://www.iipscotland.co.uk)

**Investors in People Quality Centre, Northern Ireland**

Department for Employment and Learning  
2nd Floor  
61 Fountain Street  
Belfast BT1 5EX  
Tel: 02890 441 700 Fax: 02890 441 811  
[www.delni.gov.uk](http://www.delni.gov.uk)

**Quality South East**

Old Abbey House  
Abbey Close  
Abingdon  
Oxfordshire  
OX14 3JD  
Tel: 01235 537 132 Fax: 01235 532 750  
[www.qse.org.uk](http://www.qse.org.uk)

**Quality South West**

Unit 3, Highnam Business Centre  
Two Mile Lane  
Highnam  
Gloucester GL2 8DN  
Tel: 01452 413 641 Fax: 01452 413 699  
[www.qualitysouthwest.co.uk](http://www.qualitysouthwest.co.uk)

**The Assessment Network**

Knowledge Centre  
Wyboston Lakes Business and Leisure Village  
Great North Road  
Wyboston  
Beds MK44 3BY  
Tel: 01480 479 222 Fax: 01480 407 735  
[www.tan.org.uk](http://www.tan.org.uk)

**The East Midlands Quality Centre Ltd**

Pentagon House  
Third Floor, South Wing  
Sir Frank Whittle Road  
Pentagon Island, Derby  
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