A new Third Generation Framework for changing times

INVESTORS IN YOUNG PEOPLE GOOD PRACTICE AWARD

A guide to attract, recruit, develop and retain Young People

Discover the rationale behind *Investors in Young People*: an outcome-focussed initiative helping organisations thrive while driving Scotland's future

A sound investment for Scotland

Launched in 2014, *Investors in Young People* is a good practice framework, designed to support employers in all sectors, to develop their youth employment practices to attract, recruit, develop and retain Young People. Accreditation can be achieved across four levels: Standard, Silver, Gold and now a new Platinum level.

The 3rd generation framework is based on research and insights into emerging best practice for Young People in the workplace and was developed in consultation with Young People themselves, as well as with a broad range of stakeholders - including education providers, employability and learning providers, Scottish Government, Skills Development Scotland, Developing Young Workforce groups and a selection of Standard, Silver and Gold *Investors in Young People* accredited organisations of all sizes and across all sectors.

Emerging trends and new initiatives were identified to support the new Platinum Level and to refresh the existing Standard, Silver and Gold Levels. The new features stretch employers to excel in areas such as Mental Health and Financial Wellbeing, Fair Work Practices, Meta Skills model to drive Scotland's Future, Community Engagement, Reverse Mentoring and Coaching, Intergenerational Harmony, influencing change in the workplace, sector and wider industry, business education and impact measures for success.

Organisations can engage with *Investors in Young People* in a number of ways including an external assessment to achieve accreditation, a Health Check, consultancy advice or bespoke development workshops.

By 2025 75%

of the workforce will be made up by Gen Z's and millenials

Why *Investors in Young People* is important today

By 2025, research suggests, Millennials and Gen Z's will make up 75% of the workforce. Many employers have an ageing workforce with skills shortages and have yet to embrace Young People and maximise their unique talents and skills, others are losing Young People to their competition.

Understanding Young People inside and outside of your organisation is mission critical to ensure sustainable business success. Those getting this right are attracting a talent pipeline with critical skills, developing and retaining future leaders, and leveraging the talents of their Young People to propel their business further and gain competitive advantage.

Investors in People inspires people and organisations to achieve their ambitions. We know about Young People; and our credibility and expertise has enabled us to support over 1000 organisations to achieve high performing youth employment practices. Over 500 of which have achieved the Investors in Young People accreditation. So we really know about Young People and their creativity, ambition and desire to be effective contributors and make an impact.

How will Investors in Young People benefit you?

- Discover and embrace new and emerging Youth Employment practices to attract, engage, develop and retain Young People and gain competitive advantage
- Position yourself as an employer of choice to attract new talent with critical skills for the future and reduce recruitment costs
- Embrace change, understand future customers' needs, influence sector challenges, survive in a digital world and enter new markets through leveraging the voice and talents of Young People
- Develop and retain future leaders
- Achieve harmony across the generations in the workplace
- Create solutions for skills gaps to support succession planning
- Support the Mental Health and Financial wellbeing of Young People

Furthermore, the *Investors in Young People* accreditation recognises organisations that have effective Youth Employment practices and provides recommendations, advice, and consultancy for stretch and challenge.

Progressing through the *Investors in Young People* framework

The Investors in Young People framework has been developed to support organisations to develop and improve their youth employment practices and drive positive business outcomes.

The framework allows for measurement, benchmarking and progression towards higher levels of accreditation.

Each level, from *In Place* to *Always Improving*, clearly describes how well youth employment practices are embedded within an organisation. There are 4 levels of accreditation – Standard, Silver, Gold and Platinum.

Level 01 *In Place*

Leaders, employees and Young People themselves understand what is needed in order to effectively attract and recruit, develop and retain Young People in their organisation. Effective youth employment practices are in place and are communicated

Level 02 *Active*

The organisation's Leaders, employees and Young People themselves believe that Young People are an important part of their business. Outcomes reflect active engagement and consistency of youth employment practices

Level 03 *Positive Outcomes*

Across the organisation Young People, employees and leaders are actively engaged in driving positive youth employment outcomes and take ownership to attract, recruit, develop and retain Young People

Level 04 *Always Improving*

Across the organisation Young People, employees and leaders are actively engaged in always improving activities to attract, recruit, develop, and retain Young People and take accountability for consistently delivering positive results

Achieving *Investors in Young People* accreditation

Achieving Investors in Young People is an outstanding achievement for any organisation. It demonstrates a culture that places Young People at the heart of an organisation and as an employer of choice for Young People seeking employment. To achieve accreditation, the following must be met:

Standard: All 8 indicators at *In Place* must be met

Silver: All 8 indicators at *In Place* + 6 of 8 at *Active*

Gold: All 8 indicators at *In Place* and *Active* + 6 of 8 at *Positive Outcomes*

Platinum: All 8 indicators at *In Place* and *Active* + 6 of 8 at *Positive outcomes* and *Always Improving*

Indicators

1.YOUNG PEOPLE STRATEGY

There is a plan in place for Young People. The plan ensures sector and industry best practice through engagement with relevant education, learning and employment stakeholders

THEMES	IN PLACE	ACTIVE	POSITIVE OUTCOMES	ALWAYS IMPROVING
Purpose	There is a plan to attract, recruit, develop and retain Young People	The plan is used internally and externally to influence opportunities for Young People	The plan is part of the organisation's strategy; and supports long-term sustainability and succession planning needs	The plan ensures a commitment to current fair work practices
Commitment to the purpose	Leaders and Influencers are committed to the plan and understand how Young People contribute to the success of the organisation	Sector and industry wide best practices inform the plan for Young People	Influencers and Young People are involved in the review and development of the plan for Young People	The organisation works with stakeholders across sectors and regions to achieve measurable improvements in education, learning and employment opportunities for Young People

2.ATTRACTION AND RECRUITMENT

A range of attraction methods and engagement with youth employment and education providers ensures success in attracting Young People. The approach includes the voice of Young People and ensures selection and recruitment methods are fair, equal and inclusive

THEMES	IN PLACE	ACTIVE	POSITIVE OUTCOMES	ALWAYS IMPROVING
Attraction	There is a plan to attract Young People using a range of methods	Different methods attract Young People to the organisation	Young People are attracted to the organisation because of fair work practices and skills for future	Young People take the lead to identify what attracts other Young People to the workplace and to identify the best methods to attract them
Engagment with youth employment organisations	Leaders understand what support is available from youth employment organisations to attract and recruit Young People	Leaders engage with youth employment organisations and specialist agencies to attract and recruit Young People who face barriers to work	The organisation recruits Young People who face barriers to work	The organisation partners with specialist agencies to ensure there is support and workplace adjustments to sustain long-term employment for Young People who face barriers to work
Engagement with education providers	Influencers and Young People engage with education providers to inform the plan to attract and develop Young People	Meaningful and structured work placements are used to attract and recruit Young People	The organisation supports the development of employability skills and meta-skills whilst Young People are still in education	Young People are recruited as a direct result of engagement with education providers
Selection and recruitment	Fair, equal, and inclusive processes are used to select and recruit Young People	Young People and influencers participate in selection and recruitment processes	Young People are involved in reviewing and improving selection and recruitment processes	The effectiveness of selection and recruitment is measured, and performance data is used to improve processes

3.LEARNING

There is a plan in place to successfully transition Young People into the workplace and support their development

THEMES	IN PLACE	ACTIVE	POSITIVE OUTCOMES	ALWAYS IMPROVING
Introduction to the organisation	There is a planned and structured induction for Young People joining the organisation	Young People are supported to understand and behave in line with the organisation's values and codes of conduct	The outcomes of Young People 's onboarding are recorded and measured	Young People provide feedback on the effectiveness of their onboarding experience and this is used to improve the future process
Job learning	There is a plan to meet Young People's learning and development needs	Young People are supported to develop the skills, capabilities and confidence to perform effectively and different learning styles are accommodated	Young People are supported to develop transferable skills and meta-skills so they can adapt to the ever-changing world of work	Young People are involved in the review and design of future learning and development activities
Wider learning	The learning and development strategy encourages Young People to gain relevant, job-related qualifications	Young People gain experience across the wider organisation	Young People are supported to access external learning opportunities and gain higher-level qualifications	Young People learn about how the organisation operates, how it generates revenue, the external environment and how strategic decisions are made
Resources	Appropriate resources are provided to support Young People 's learning and development	Appropriate resources are provided to support Young People to gain qualifications and overcome barriers to work	Young People are assigned a committed, engaged and trained workplace mentor	Resources for Young People are regularly reviewed to ensure that they meet the needs of Young People

4.LEADING YOUNG PEOPLE

Influencers of Young People are supported to develop their capability to lead and develop Young People

THEMES	IN PLACE	ACTIVE	POSITIVE OUTCOMES	ALWAYS IMPROVING
Defining capability	Leaders and Influencers understand the capabilities needed to lead, develop and support Young People effectively	Young People and Influencers define the capabilities needed to effectively lead, develop and support Young People	Young People and Influencers regularly review and improve the capabilities required to effectively lead, develop and support Young People	Best practice in leading Young People is actively shared internally and externally to support the development of Young People across sectors and industries
Building capability	Influencers are supported to develop their capabilities in leading, developing and supporting Young People	Influencers receive feedback from Young People to develop their capabilities in leading, developing and supporting Young People	Influencers and Young People are trained in coaching and mentoring techniques to ensure Young People fulfil their potential	Influencers actively engage in reverse mentoring with Young People to achieve organisational goals
Role models	Leaders, Influencers and Young People understand the importance of acting as role models for Young People	Young People believe that Leaders, Influencers and Young People lead by example	Inspiring Young People are showcased internally and externally as ambassadors for the organisation	Leaders, Influencers and Young People hold each other accountable for upholding role model behaviours

5.SUPPORT AND GUIDANCE

Effective and regular feedback supports Young People to develop. Young People are supported with Mental Health & Financial Wellbeing

THEMES	IN PLACE	ACTIVE	POSITIVE OUTCOMES	ALWAYS IMPROVING
Effective and regular feedback	Young People receive regular and real-time feedback on their performance	Young People develop confidence and competence as a result of positive and constructive feedback	Young People with high potential are supported with a fast-track career plan	Young People actively seek feedback from a range of sources and use this to take ownership for their own learning and development
Wellbeing	Young People are supported with mental health and wellbeing	Young People are supported with financial wellbeing and support where appropriate	Influencers and Young People are trained to identify and understand mental ill health and act on warning signs	Influencers and Young People are trained to be mental health and wellbeing ambassadors

6.CAREER DEVELOPMENT

Young People's talents and capabilities are activity managed to support their career development. This allows Young People to realise their full potential and be considered for or fill critical and senior roles to support succession planning

THEMES	IN PLACE	ACTIVE	POSITIVE OUTCOMES	ALWAYS IMPROVING
Career development	Young People are aware of appropriate career pathways in the organisation	Young People are supported to progress their careers	Career mentors support Young People with high potential to consider their goals and pursue their career ambitions	Young People take ownership for their own career progression
Talent management	Young People are supported to identify and develop their unique talents	Young People can put new skills and unique talents into practice	Young People are included in talent management and succession planning activities	Young People with high potential are provided with opportunities to fill critical and senior roles within the organisation

7.IMPACT

The investment in Young People is measured and data is used to improve the retention and progression Young People and the performance of the organisation

THEMES	IN PLACE	ACTIVE	POSITIVE OUTCOMES	ALWAYS IMPROVING
Retention and progression	Where appropriate, Young People are retained within the organisation	As a result of investment, Young People progress within or outside of the organisation	Retention and progression is measured and performance data is used to improve the investment in Young People	Investment results in a greater number of Young People retained or supported to progress their careers outside of the organisation
Impact on Young People	Young People understand how their learning and contribution makes a difference to their team and the organisation	Young People are recognised for their contribution and success is celebrated internally and externally	Celebrating and rewarding Young People success is part of the culture	Young People believe fair work practices are consistently applied
Impact on organisational performance	Young People are effectively, led, managed and supported	Investment in Young People improves the performance of the organisation	A culture of psychological safety exists which encourages openness, transparency and constructive dialogue	Young People and Influencers take the lead in understanding differences and bridging gaps to ensure people of different generations work in harmony

8.A VOICE FOR YOUNG PEOPLE

Young People have a voice to drive youth employment practices and have a voice to drive sector change, challenges and community engagement initiatives

THEMES	IN PLACE	ACTIVE	POSITIVE OUTCOMES	ALWAYS IMPROVING
Involvement	Young People have a voice in the organisation and are encouraged to speak up	Young People 's views are considered and leaders actively consider their ideas and suggestions	Young People are selected to champion youth initiatives and support others to engage with them	Young People are leaders of change and influence youth employment practices in the sector and wider industry
Empowerment	Young People are trusted and empowered to make decisions in line with their level of responsibility	Young People are empowered to contribute to decision making in their team	Young People 's views affect decision making at all levels in the organisation	Young People influence the development of solutions for wider sector and industry challenges and partner with stakeholders to respond to them
Community engagement	Young People are aware of how the organisation engages with the community	Young People are involved in in activities which have a positive impact on the community	Young People believe that they have a positive impact on communities as result of working for the organisation	Young People drive specific community engagement initiatives and can evidence the impact of their influence on the community and wider society

But don't just take our word for it, here is what some of our clients thinks about achieving the IIYP accreditation

"Investors in Young People has not only set us up on a path of supporting and developing our Young People it has benefitted our entire workforce. Our practitioner has also given lots of consultancy and advice to help us with other business challenges, adding value to the whole process"

Nadia McKay, Testing Services Director, Edge Testing

"As an IIYP Gold organisation, Young People from Milnbank Housing Association were delighted to participate in the new IIYP Framework consultation. The new assessment process encourages group discussions and workshops which has noticeably increased our Young People engagement levels. It has also helped Young People to think more about their personal development and take ownership of rolling out the recommendations across the Association."

Linda Sichi, Depute Director, Milnbank Housing Association

"The IIYP framework and achieving Gold accreditation has been a great tool to support our long-term recruitment and retention aims, particularly in challenging areas with current skills shortages. One of the key benefits of working with our Specialist is the knowledge and best practice sharing from across various business sectors meaning that we can learn from others and share our experiences."

Nadia Rae, HR Manager, Star Refrigeration Ltd

"We are delighted to have retained Investors in Young People Gold accreditation at our last assessment. Having IIYP accreditation helps us to retain our existing staff and attract new Young People to our business. Our Assessor has given us lots of useful tools and suggestions on how we can continue to develop our Youth employment practices."

Lynn Stodart, HR Manager, CCG Group of Companies

"Action for Children has always valued the views of young people in designing and shaping our services. However, the strong participation, communication, consultation and assessment process within the Investors in Young People framework has enabled Action for Children to understand more acutely the needs, challenges and particularly, the aspirations of the Young People we support , resulting in improved effective support and provision."

Tony Scally National Employability lead, Action for Children

"Our organisation is committed to the engagement and development of Young People and we recognise that what they have to offer is critical to our success. The IIYP Framework helps us to ensure that we are doing the best we can in managing and empowering Young People and we use our IIYP accreditation to great success when recruiting – the IIYP Framework also helps us to promote our employer brand."

Nicola Long, HR Manager, Eclipse Blinds Systems

Glossary of terms

Modern Apprenticeship
A formal work-based learning programme that supports individuals to gain industry skills, experience, and qualifications while in employment.

Foundation Apprenticeship
Provides work-based learning opportunities for secondary school pupils as part of their senior phase subject choices. Young People spend time gaining work experience in your business which can lead to an early talent pipeline

Graduate Apprenticeship
Designed to meet the learning and development of new and existing employees, looking for a higher level of academic and industry accreditation combined with experience in the workplace

Ambassadors
A representative or promoter of the organisation's youth employment activities.

Barriers to employment
Real or perceived challenges that face Young People in relation to one of the equality Act 2010 protected characteristics or because of unemployment or their background such as involvement in the care system, disability, an ex-offender or lone parent. These challenges make it harder for Young People to access or engage in the world of work.

Benchmarking
Comparing the organisation's strategies and practices with those of its competitors or similar organisation.

Buddies
An informal support person allocated to a Young Person to help them with day-to-day needs.

Capabilities
Knowledge, skills and behaviours.

Career pathways
These are planned routes for Young People to progress their careers from their initial steps in employment to growth and progression into other roles.

Coaching
A formal or informal process that aims to improve the performance, learning and development of an individual through effective questioning and feedback. It is about helping people to think through issues for themselves, rather than about telling or instructing someone.

Constructive feedback
Information provided to an individual regarding their performance. The aim is to increase their understanding of both their strengths and the areas where they could improve.

Culture
The organisation's beliefs, behaviours and values that influence the way people work.

Diversity
The cultural, social, gender or other difference between people, with reference to an organisational culture that encourages and values these differences as well as Recognising values and takes account of different skills and life experiences.

Developing Young Workforce (DYW)
Provides a single point of contact between employers and education and supports employers to develop sustainable links with local schools and colleges, which can lead to a future talent pipeline of Young People.

Education Providers
Organisations whose role is to educate and develop Young People prior to or in employment. Examples include secondary schools, further education colleges, higher education universities.

Employability Partner
Work with Young People to develop their employability skills to ensure they are work ready. Work placements provide Young People with an opportunity to develop work-based skills in your industry.

Equality
Recognition that everyone is treated with dignity and respect regardless of race, gender, disability, sexuality, religion or belief, age, marital status or other personal characteristics. Recognition that different groups have different needs and ensuring that they have appropriate and fair access to appropriate opportunities.

Fair Work
Work that offers all individuals an effective voice, opportunity, security, fulfillment and respect.

Financial Wellbeing
Support, resources, guidance, or education to support financial wellbeing

Individual Training Accounts (ITA)
Gives learners who meet the eligibility criteria up to £200 towards a single training course or training episode per year. https://www.myworldofwork.co.uk/learn-and-train/sds-individual-training-accounts-ita to register.

Impact
The results achieved from an action and the effect it has on performance.

Influencer
Anyone directly involved in the attraction, recruitment, development and retention of Young People e.g. Manager, Supervisor, Buddy, Mentor, HR, Coach.

Knowledge, skills and behaviours
The information, abilities and value driven actions that are required to perform a specific task for example in order to effectively support a Young Person or to conduct a role.

Leaders
The most senior people in the organisation who are responsible for leading on the Young People strategy. They could be the owners, board of directors, partners or senior managers or a combination of these.

Learning & development
Any activity that develops skills, knowledge or attitude. Activities may range from formal training courses to informal on-the-job training or coaching.

Mental Health
Includes emotional, psychological, and social wellbeing. It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make choices.

Mentoring
Advice and guidance offered by a more experienced person to develop an individual's potential. Mentoring tends to focus on long-term career goals rather than immediate performance issues and may be carried out by people from within the organisation or outside it, but not usually by an individual's line manager.

Meta Skills
The timeless, higher order skills that create adaptive learners and promote success in whatever context the future brings. These skills enable individuals to perform highly in an ever-changing world of work. The three main headings are: Self-management: Manage the now, Social intelligence: Connect with the world and Innovation: Create our own change. https://www.skillsdevelopmentscotland.co.uk/what-we-do/skills-planning/skills4-0/

Organisation
The body that is working with the Investors in Young People framework.

Ownership
Being willing to own a decision

or action and be accountable for its outcome.

Peer support
This occurs when people provide knowledge, experience, emotional, social or practical help to each other.
In the context of Young People, their peers would be of a similar age.

Reverse Mentoring
Where a younger employee acts as a mentor to a more senior employee and provides insights into business challenges, emerging technology and trends or, simply, a younger perspective to achieve organisational goals.

Role models
A person who serves as an example of the values, attitudes, and behaviours associated with a role.

Skills Development Scotland (SDS)
Scotland's national skills body who work directly with employers across Scotland, providing trusted advice that helps employers invest in existing skills, develop new talent, and get the right products to grow their business.

Skills gaps
A significant gap between an organisation's skill needs and the current capabilities of its workforce.

Social action
Social action means taking steps to change the things that are wrong in society and introducing new ideas and processes for doing things better in the future.

Staff Representatives
People such as trade union representatives, other workplace representatives, employee associations, employee forums, works councils and partnership councils.

Stakeholders
The people who have an interest in the organisation, its activities and its achievements. These may include customers, partners, employees, shareholders, the Government and regulators. In the context of Young People these could include partners such as education, careers guidance and training providers or job advice agencies.

STEM Ambassador
STEM Ambassadors are volunteers from a wide range of science, technology, engineering and mathematics (STEM) related jobs and disciplines across the UK. They offer their time to help bring STEM subjects to life and demonstrate the value of them in life and careers. This helps to tackle the STEM skills shortage

Strategy
The plan an organisation has for how it aims to achieve its vision.
Succession planning
This is a process for identifying and developing internal people with the potential to fill key business leadership positions in the company.

Supply chain partners
Partner organisations included in the network of businesses, directly or indirectly working to serve the organisation in achieving its aims.

Talent management
An organisation's attempts to recruit, train and keep the most talented and highest quality staff members. Talent management gives business managers an important role to play in recruiting, developing and retaining desirable staff members.

Transition to work
The crucial period from when an employee is recruited and moves from a previous role in education, unemployment or employment into the organisation.

Values
The principles that determine how people work within an organisation.

Work placement
This is a meaningful temporary role designed to give a Young Person experience of the kind of organisation and role they are interested in. The placement should be designed to ensure both parties contribute and benefit from the opportunity.

Young People
Young People employed in the organisation between the age of 16-24 and Young People who are now between the age of 25- 28 who were recruited into the organisation between the age of 16-24.
This may also embrace Young Leaders, Young Influencers, full time, part time and voluntary employees, Young People on renewable short-term contracts, zero hours contracts and regular casual or sessional employment.

Youth Awards
These encourage Young People to take on responsibility and create a personalised learning programme based on their own interests. Learners use skills such as leadership, creativity and research that help build confidence and create a well-rounded individual. Examples include Duke of Edinburgh, uniformed youth organisation awards, volunteering awards, youth achievement awards.

INVESTORS IN PEOPLE®

MAKE WORK BETTER

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