

Summary

This study consists of a qualitative investigation of the surplus value and implementation of the Investors In People Standard. Object for this study is Netherlands Central Military Hospital. This study is motivated by the intention of the Ministry of Defence to implement the IIP-Standard in the broader organisation. The Military Hospital is quite an autonomous unit within the Defence organisation and is manned by a regular staff.

This research investigates whether the IIP-Standard has surplus value to improve the performance of the Military Hospital and the way how to implement the IIP-Standard successfully.

The investigation consisted of a literature study and ten semi-structured interviews with top managers and managers of the Military Hospital and with the same kind of personnel of a reference case in a care institution named SZR.

Surplus value is defined as: improving the performance of the organisation by improving the performance of the people who work in the organisation.

Results indicate that the implementation will provide surplus value for the Military Hospital.

Implementation will contribute to the improvement of communication within the organisation and enlargement of employee involvement. The IIP-Standard will furthermore add structure and systematics in the planning of developing of strategies to develop people continuously.

To implement the IIP-Standard successfully, opposing forces like resistance must be decreased and helping forces like willingness to change must be increased.

A recommendation is to apply the lessons learned of the reference case SZR in the implementation of the IIP-Standard in the Military Hospital.