

Organisational capability 2:

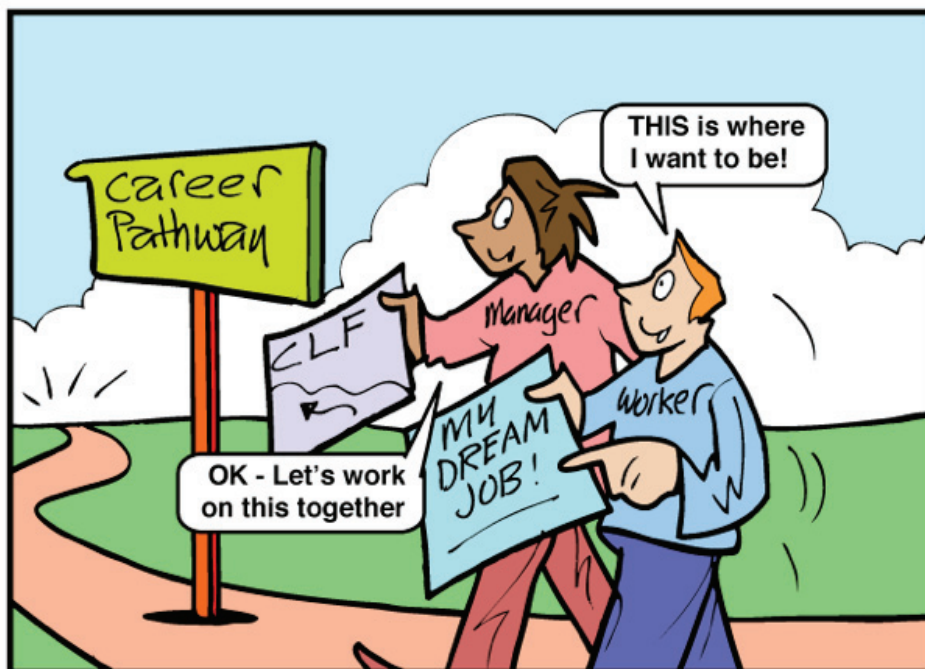
Planning for learning, development and improved practice

Social service workers are part of an organisation that uses planned and strategic approaches to learning and development to support them to continually improve their practice.

This capability is broken into 3 main areas:

- Supporting individuals to plan for learning and development
- Strategic planning of learning and development
- Monitoring effectiveness of learning and development

The audit process will ask you to reflect on each of these areas, and self evaluate to establish strengths and priorities for improvement.



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Area for Reflection: Supporting individuals to plan for learning and development

The questions below will help you consider how your organisation supports individuals to plan for their learning and development. Possible areas of evidence include mission statements, policies, job descriptions, induction materials, supervision and performance appraisal guidance records, CPD portfolios and staff surveys.

Q

How does your organisation encourage everyone to see themselves as lifelong learners?

Your reflections/evidence

Q

Do all staff have individual learning plans?

Your reflections/evidence

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How are staff supported to take responsibility for identifying their own learning needs?

Your reflections/evidence**Q**

How are staff supported to take account of their career aspirations in their learning plans?

Your reflections/evidence**Q**

Have you been asked to share with other organisations your approach to supporting employee learning and development and/or achieved external recognition for the quality of your approach?

Your reflections/evidence

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Self Assessment 2A: Planning for learning, development and improved practice

Reflecting on your comments above to inform your answers, use the self assessment chart below to assess whether or not your organisation can evidence the following indicators from the CLF.

Indicator The organisation...	Stage of Progression	Achieved? (Yes/No)
recognises that everyone in the organisation is a lifelong learner	Engaged	
encourages employees to take appropriate responsibility for identifying their own learning needs	Engaged	
supports line managers to make sure that all employees have a plan that contributes to their learning, development and improved practice	Established	
supports line managers to engage in meaningful supervision and performance management processes which improve outcomes for people who use services and their carers	Accomplished	
is recognised for their outstanding ability to support employee learning, development and improved practice	Exemplary	

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Staff Perceptions

The following indicators can be evidenced using the findings of your staff survey (see Appendix 1):

Indicator	Stage of Progression	Achieved? (Yes/No)
The social service worker should...		
know how their ongoing learning and development will be supported	Engaged	
have regular time with their line manager to discuss their practice, learning and development	Engaged	
feel that their views about their learning needs are listened to	Engaged	
have a learning and development plan which is linked to their job role, has been drawn up in partnership with their line manager and takes account of their career aspirations	Established	
feel supported to plan, implement and reflect on their practice on an ongoing basis	Established	
have access to a range of resources to support them to plan for learning, development and improved practice	Accomplished	
feel involved in the planning and evaluation of learning and development in the organisation	Accomplished	

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Area for Reflection: Strategic planning of learning and development

The questions below will help you consider how your organisation plans strategically for learning and development. Possible areas of evidence include learning and development plans; supervision and appraisal records; CPD portfolios; training needs analysis; workforce plan; staff survey; survey/feedback from users and carers; consultation framework.

Q

How does your organisation identify and analyse the learning needs of all employees?

Your reflections/evidence

Q

How does your organisation develop its strategic learning and development plan?

Your reflections/evidence

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How far does this plan take account of the workforce planning needs of the organisation?

Your reflections/evidence**Q**

How far does this plan take account of local and national priorities (e.g. commissioning processes, registration requirements, new policy drivers)?

Your reflections/evidence**Q**

How do you involve staff in this process?

Your reflections/evidence

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How do you involve service users and carers in this process?

Your reflections/evidence**Q**

Have you been asked to share with other organisations your approach to involving employees, people who use services and their carers in planning, developing and evaluating organisational learning and/or achieved external recognition for the quality of your approach?

Your reflections/evidence

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Self Assessment 2B: Strategic planning of learning and development

Reflecting on your comments above to inform your answers, use the chart below to self-assess whether or not your organisation can evidence the following indicators from the CLF.

Indicator The organisation...	Stage of Progression	Achieved? (Yes/No)
demonstrates commitment to strategically planning for employees' learning, development and improved practice	Engaged	
works with employees, people who use services and their carers to develop a strategy for the learning and development of employees	Established	
bases its learning and development strategy on the systematic identification of the learning needs of all employees and takes appropriate account of their career aspirations	Established	
bases their strategy for employee learning and development on the learning needs of employees, the workforce planning needs of the organisation and local and national priorities	Accomplished	
actively supports the involvement of people who use services and their carers in planning organisational learning	Accomplished	
continuously develops their strategy for employee learning and development based on a range of relevant evidence	Exemplary	
is recognised for their outstanding ability to involve employees, people who use services and their carers in planning, developing and evaluating organisational learning	Exemplary	

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Staff Perceptions

The following indicators can be evidenced using the findings of your staff survey (see Appendix 1):

Indicator	Stage of Progression	Achieved? (Yes/No)
The social service worker should...		
know how their ongoing learning and development will be supported	Engaged	
have a learning and development plan which is linked to their job role, has been drawn up in partnership with their line manager and takes account of their career aspirations	Established	
have access to a range of resources to support them to plan for learning, development and improved practice	Accomplished	
feel involved in the planning and evaluation of learning and development in the organisation	Accomplished	
feel confident that the planning processes used by the organisation will significantly contribute to their learning, development and the continuous improvement of their practice	Exemplary	

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Area for Reflection: Monitoring effectiveness of learning and development

The questions below will help you consider how your organisation monitors the effectiveness of learning and development. Possible areas of evidence include processes for preparing for, accessing and evaluating personal learning; evaluation of learning opportunities; supervision policies, records and observation; staff survey; feedback from users and carers; awards (such as Investors in People).

Q

How does your organisation monitor the effectiveness of employee learning and development?

Your reflections/evidence

Q

What works particularly well in the way your organisation supports staff development and improved practice?

Your reflections/evidence

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Q

How does your organisation make the link between learning and development and improved outcomes for people who use services?

Your reflections/evidence

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Self Assessment 2C: Monitoring effectiveness of learning and development

Reflecting on your comments above to inform your answers, use the chart below to self-assess whether or not your organisation can evidence the following indicators from the CLF.

Indicator The organisation...	Stage of Progression	Achieved? (Yes/No)
demonstrates commitment to using feedback from people who use services and their carers to inform their strategic planning of learning and development	Engaged	
monitors the effectiveness of employee learning and development	Established	
evaluates the impact of learning on practice and uses this to inform planning	Accomplished	
demonstrates that planned approaches to learning and development are leading to improved outcomes for people who use services	Exemplary	

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Staff Perceptions

The following indicators can be evidenced using the findings of your staff survey (see Appendix 1):

Indicator	Stage of Progression	Achieved? (Yes/No)
The social service worker should...		
meet regularly with their line manager to identify their progress, achievements and future learning and development needs	Engaged	
feel involved in the planning and evaluation of learning and development in the organisation	Accomplished	
be actively involved in the evaluation and continuous improvement of the organisational learning and development strategy	Exemplary	

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Review and Action Planning: Organisational Capability 2

The four stages of progression outlined in the Continuous Learning Framework are:

- **Engaged**
- **Established**
- **Accomplished**
- **Exemplary**

The stages are progressive, so to meet the requirements of the accomplished stage you would need to address all the indicators under engaged, established and accomplished.

To review your progress so far:

- Look back over self-assessments 2A, 2B and 2C. Highlight any indicators at the **Engaged** stage that you did **not** achieve, and add them to the 'potential areas for development' box below. There is also space to include ideas for actions that you might take for development.
- Only move on to the next level of progression if you have already achieved all the indicators at the level below.

Potential areas for development:		
Indicator	Level	What actions could we take?