

## Organisational capability 4:

### Promoting access to feedback

Social service workers gain access to high quality, fair and honest feedback in a way that enables them to continually learn, develop and improve their practice.

This capability is broken into 2 main areas:

- Developing systems and processes to support access to feedback
- Supporting staff and managers to give and receive feedback

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



## Organisational capability 4: Promoting access to feedback

### Area for Reflection: Developing systems and processes to support access to feedback

The questions below will help you consider how your organisation develops systems and processes to support access to feedback. Possible areas of evidence include supervision policy, guidance, records and observation; performance appraisal systems; staff survey; surveys/feedback from service users and carers; initiatives to disseminate learning and good practice; reports from external regulators or quality assurance bodies.

**Q**

What systems, processes, guidance, policies etc. does your organisation have in place to encourage staff and managers to use feedback to support ongoing reflective learning?

**Your reflections/evidence**

**Q**

How well do these methods make sure that feedback is gained from a range of sources including line managers, colleagues, people who use services and their carers and self-assessment?

**Your reflections/evidence**

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**Q**

How are they evaluated (evidence used, research, feedback from people who use services and their carers)?

**Your reflections/evidence**

**Q**

How are expectations and mechanisms in relation to feedback communicated to staff?

**Your reflections/evidence**

**Q**

How are staff involved in developing and evaluating the expectations in relation to use of feedback and the mechanisms which support it to happen?

**Your reflections/evidence**

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**Q**

What evidence do you have that use of feedback is contributing to improvements in practice?

**Your reflections/evidence**

**Q**

What evidence do you have that the use of feedback is leading to better outcomes for people who use services and their carers?

**Your reflections/evidence**

**Q**

Have you been asked to share with other organisations your approach to using and promoting the use of feedback and/or achieved external recognition for the quality of your approach?

**Your reflections/evidence**

## Organisational capability 4: Promoting access to feedback

### Self Assessment 4A: Developing systems and processes to support access to feedback

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)
promotes the use of feedback as a way of supporting learning through reflection on individual practice	Engaged	
has established systems and processes which support the giving, receiving and use of feedback in a way that is fair and treats people with dignity and respect	Engaged	
develops processes which result in multiple sources of feedback including that gained from colleagues, line managers, people who use services and their carers as well as self-evaluation	Established	
ensures that systems and processes are clear, evaluated and available to everyone in the organisation	Established	
involves staff in developing, implementing and evaluating systems and processes that use feedback to support continuous learning and improved practice	Accomplished	
uses evidence, research and the views of people who use services and their carers to strengthen the way feedback is used to support learning and improved practice	Accomplished	
is recognised for their outstanding ability to use feedback to support learning, improve individual and organisational practice and improve outcomes for people who use services and their carers	Exemplary	
is able to provide evidence of the impact feedback is having on the practice of staff and the outcomes for people who use the service and their carers	Exemplary	

## Organisational capability 4: Promoting access to feedback

### 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...		
feel that the organisation values feedback as a tool for learning, development and continuous improvement	Engaged	
gain feedback that is linked to the requirements of their job roles	Established	
have access to feedback from a range of sources including line managers, colleagues, people who use services and through self-reflection	Established	
feel confident that the feedback processes significantly enhance practice, the quality of the service and outcomes for people who use services and their carers	Exemplary	

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### Area for Reflection: Supporting staff and managers to give and receive feedback

The questions below will help you consider how your organisation supports staff and managers to give and receive feedback. Possible areas of evidence include policies (eg equality and diversity, dignity at work, complaints, grievance); equality impact assessments; supervision policy, guidance, records, observation; performance appraisal systems, guidance and records; staff survey; staff exit interviews; training.

**Q**

How do you make sure that feedback is given in a way which is consistent, fair and treats people with dignity and respect?

**Your reflections/evidence****Q**

How do you support staff to give and receive feedback constructively?

**Your reflections/evidence**

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**Q**

How do you support managers to give and receive feedback consistently, fairly and constructively and to continuously improve the way they do this?

**Your reflections/evidence**

**Q**

What are staff encouraged to do if they feel that feedback processes are unfair or discriminatory?

**Your reflections/evidence**



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### Self Assessment 4B: Supporting staff and managers to give and receive feedback

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	Stage of Progression	Achieved? (Yes/No)
The organisation...		
is aware that inappropriate feedback processes can result in discrimination and oppression	Engaged	
supports line managers to continuously improve the ways they give, receive and use feedback paying particular attention to ensuring that processes are fair and treat all employees with dignity and respect	Established	

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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...		
be given feedback by their line manager or appropriate other person fairly and constructively	Engaged	
have the opportunity to provide fair and constructive feedback to their line manager or appropriate other person	Engaged	
be aware of the action they can take should they feel feedback processes are unfair or discriminatory	Engaged	
feel that they are treated with dignity and respect when receiving and giving feedback	Established	
work with a line manager who is continually improving the ways in which they gain and use feedback	Established	
work with a line manager who feels confident in their ability to gain, give and receive feedback in a way that supports learning, development and improved practice of all employees	Accomplished	
have access to resources that enables them to gain, give and receive feedback fairly and with dignity and respect	Accomplished	

## Organisational capability 4: Promoting access to feedback

### Review and Action Planning: Organisational Capability 4

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 4A and 4B. 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?