

## Organisational capability 3:

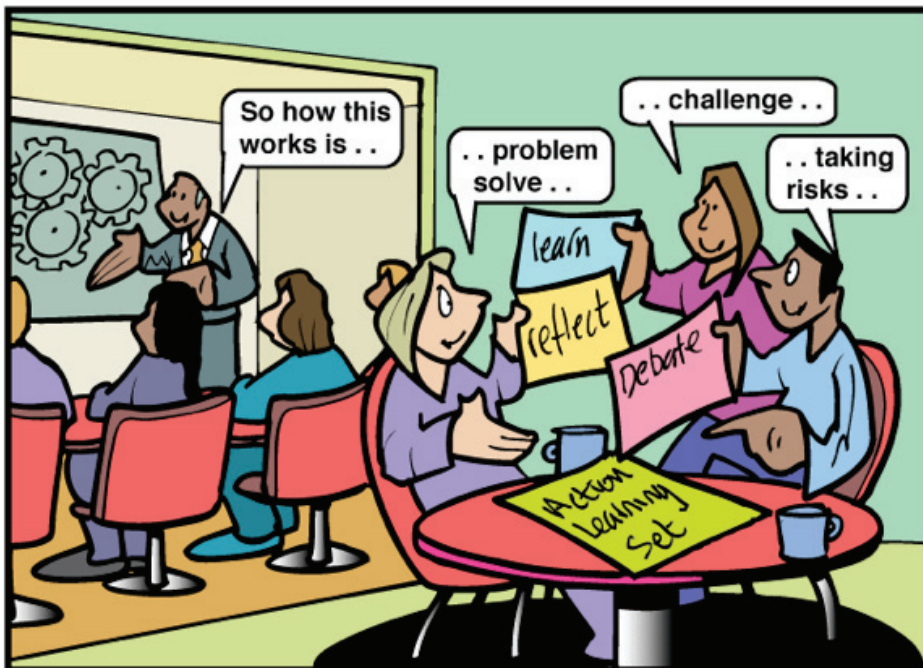
### Promoting access to learning and development opportunities

Social service workers will have access to a wide range of informal and formal learning and development opportunities that meet their identified needs.

This capability is broken into 4 main areas:

- Supporting access to formal and informal learning opportunities
- Making available a range of formal and informal learning opportunities
- Involving people who use services and their carers in learning and development
- Encouraging and enabling individuals to support the development of others

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 3: Promoting access to learning and development opportunities

### Area for Reflection: Supporting access to formal and informal learning opportunities

The questions below will help you consider how your organisation supports access to formal and informal learning opportunities. Possible areas of evidence include staff surveys; policies/procedures for accessing learning opportunities; training needs analysis; learning and development strategy; individual and team learning plans; supervision records; initiatives to disseminate learning and good practice.

**Q**

In what ways are staff at all levels and in every part of your organisation able to access learning opportunities?

**Your reflections/evidence**

**Q**

In what ways and how well are these communicated to staff at all levels and in every part of your organisation?

**Your reflections/evidence**

## Organisational capability 3: Promoting access to learning and development opportunities

**Q**

How do you monitor access to learning and development and identify any barriers? In what ways have you tried to address these?

**Your reflections/evidence**

**Q**

How do you make sure that the learning opportunities available to individuals, teams etc. meet their identified learning needs?

**Your reflections/evidence**

## Organisational capability 3: Promoting access to learning and development opportunities

### Self Assessment 3A: Supporting access to formal and informal learning opportunities

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)
has developed systems and processes to support access to formal and informal learning for all employees	Engaged	
has developed transparent systems and processes to make sure that all employees have access to formal and informal learning opportunities which meet their identified needs	Established	
uses research and barriers to identify barriers to learning and development and find ways to overcome them	Accomplished	

## Organisational capability 3: Promoting access to learning and development opportunities

### 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...		
have access to informal and formal learning opportunities	Engaged	
have access to clearly documented and transparent information about how the organisation will support them to access learning and development opportunities	Established	

## Organisational capability 3: Promoting access to learning and development opportunities

### Area for Reflection: Making available a range of formal and informal learning opportunities

The questions below will help you consider how your organisation makes available a range of formal and informal learning opportunities. Possible areas of evidence include staff survey; information on internal and external learning opportunities; training needs analysis; monitoring and evaluation of training and learning; learning and development strategy; recognition of prior learning; individual and team learning plans; supervision records; reports from external regulators or quality assurance bodies; initiatives to disseminate learning and good practice.

**Q**

What range of resources do you have to support learning and development in your organisation?

**Your reflections/evidence**

**Q**

How do you make sure that resources are allocated appropriately to staff learning at all levels and in every part of your organisation?

**Your reflections/evidence**

**Organisational capability 3: Promoting access to learning and development opportunities****Q**

In what ways can staff access in the workplace the tools they need to support their learning? (e.g. internet, relevant reading material, discussions with other staff etc.)

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

What formal learning opportunities are available to staff in your organisation? (e.g. training courses, events, qualifications and awards etc.) These could be provided internally or commissioned/purchased externally.

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

What informal learning opportunities are available to staff in your organisation? (e.g. shadowing, coaching/mentoring, reflecting on practice, updating knowledge through reading/ internet etc.)

**Your reflections/evidence**

**Organisational capability 3: Promoting access to learning and development opportunities****Q**

How are you planning to develop opportunities for informal learning in the workplace and encourage staff to take part in and initiate these?

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

What formal and informal learning opportunities are available to your staff which involve other agencies & disciplines?

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

How do you make sure that the learning opportunities available to individuals take appropriate account of their learning styles and their career aspirations?

**Your reflections/evidence**



**Organisational capability 3: Promoting access to learning and development opportunities****Q**

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

**Your reflections/evidence**

## Organisational capability 3: Promoting access to learning and development opportunities

### Self Assessment 3B: Making available a range of formal and informal learning opportunities

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)
allocates resources to support employees' learning and development at all levels of the organisation	Engaged	
encourages a range of opportunities for learning within the workplace and with other agencies and disciplines	Established	
works creatively to develop opportunities for informal learning in the workplace	Accomplished	
is recognised for its innovative and effective approaches to creating accessible learning and development opportunities throughout the organisation	Exemplary	
is recognised for its initiative in promoting creative approaches to multi-agency and multi-disciplinary learning and development	Exemplary	

## Organisational capability 3: Promoting access to learning and development opportunities

### 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 able to access the tools they need in order to support their learning (e.g. internet, relevant reading material, discussions with colleagues and training)	Engaged	
have access to a range of formal and informal learning opportunities which meet their identified needs, take appropriate account of their career aspirations and involve people who use services and their carers	Established	
be able to share initiatives, good practice and resources and have access to multi-agency and multi-disciplinary learning opportunities	Established	
have access to a range of high quality learning and development opportunities which take account of their learning styles	Exemplary	
recognise the value of involving people who use services and their carers as an integral part of their learning and development	Exemplary	

## Organisational capability 3: Promoting access to learning and development opportunities

### Area for Reflection: Involving people who use services and their carers in learning and development

The questions below will help you consider how your organisation involves people who use services and their carers in learning and development. Possible areas of evidence include your consultation framework; communication strategy; strategies for involving people who use services and their carers; events involving service users and carers; evaluation of training and learning; staff survey; practice learning strategy; reports from external regulators or quality assurance bodies.

**Q**

How do you involve people who use services and their carers in learning and development in your organisation?

**Your reflections/evidence**

**Q**

In what ways are you planning to involve people who use services and their carers in learning and development in the future?

**Your reflections/evidence**

**Organisational capability 3: Promoting access to learning and development opportunities****Q**

How do you encourage and enable people who use services and their carers to develop what they need to support the learning and development of others (e.g. knowledge, skills, values, understanding, personal capabilities, qualifications and awards etc.)?

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

How do you recognise and value the contribution of people who use services and their carers to learning and development?

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

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

**Your reflections/evidence**

**Organisational capability 3: Promoting access to learning and development opportunities****Q**

What feedback have people who use services and their carers given about the support they have received and how their contribution has been recognised and valued?

**Your reflections/evidence**

## Organisational capability 3: Promoting access to learning and development opportunities

### Self Assessment 3C: Involving people who use services and their carers in 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 a commitment to involving people who use services and their carers in employee learning and development	Engaged	
involves people who use services and their carers in formal and informal learning and development opportunities for employees and promotes recognition of their involvement	Established	
demonstrates outstanding practice in creatively involving people who use services and their carers in employee learning and development and in actively supporting and recognising their involvement	Exemplary	

## Organisational capability 3: Promoting access to learning and development opportunities

### 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 able to engage in learning opportunities which are evidence-based, involve people who use services and their carers and are fully integrated into organisational culture	Engaged	
recognise the value of involving people who use services and their carers as an integral part of their learning and development	Exemplary	



## Organisational capability 3: Promoting access to learning and development opportunities

### Area for Reflection: Encouraging and enabling individuals to support the development of others

The questions below will help you consider how your organisation encourages individuals to support the development of others. Possible areas of evidence include your practice learning strategy; coaching/mentoring/buddying systems; leadership and management policies and training; supervision policies and training; training for trainers; staff survey; training needs analysis.

**Q**

What opportunities do you provide in your organisation for staff to share learning, initiatives and resources?

**Your reflections/evidence**

**Q**

How do you encourage them to become involved in and to initiate these opportunities?

**Your reflections/evidence**

**Organisational capability 3: Promoting access to learning and development opportunities****Q**

How do you encourage staff to share their good practice as well as learning from mistakes?

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

What opportunities are there for staff to share learning, good practice and resources with people from other agencies and disciplines and how do you encourage them to become involved in/initiate this?

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

How are you planning to develop opportunities for sharing learning and good practice within your organisation and with other agencies and disciplines?

**Your reflections/evidence**

**Organisational capability 3: Promoting access to learning and development opportunities****Q**

How do you encourage and enable staff to develop what they need to support the learning and development of others (e.g. knowledge, skills, values, understanding, personal capabilities, qualifications and awards etc.)?

**Your reflections/evidence**

## Organisational capability 3: Promoting access to learning and development opportunities

### Self Assessment 3D: Encouraging and enabling individuals to support the development of others

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)
provides opportunities for employees to share initiatives, good practice and resources	Established	
creates opportunities for employees to share learning with other agencies and disciplines	Accomplished	
supports employees, people who use services and their carers to develop the necessary knowledge, skills, values, understanding, personal capabilities, and, where appropriate, qualifications to support the development of others	Accomplished	

## Organisational capability 3: Promoting access to learning and development opportunities

### 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 encouraged and enabled to support the development of others	Accomplished	
be actively involved in sharing good practice and learning within the organisation and with other agencies and disciplines	Accomplished	

## Organisational capability 3: Promoting access to learning and development opportunities

### Review and Action Planning: Organisational Capability 3

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 3A, 2B, 3C and 3D. 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?